



# THE GENDER-RESPONSIVE LOCAL ECONOMIC ASSESSMENT TOOL

*Inclusive and Equitable Local Development*



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*For Inclusive and Equitable Local Development*



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## **ACKNOWLEDGMENTS**

The Gender-Responsive Local Economic Assessment Tool was developed under the joint UN Women, UNDP and UNCDF programme Inclusive and Equitable Local Development (IELD).

The current publication was authored by Joel Owani in close collaboration with Steven Sebbale, under the technical supervision of Mamadou Bobo Diallo (Specialist on Macroeconomics) and Venge Nyirongo (Policy Specialist on Sustainable Development) both of whom are in the Economic Empowerment Section at UN Women. Valuable inputs were provided by the IELD programme team.

## **ABBREVIATIONS AND ACRONYMS**

<b>CEDAW</b>	Convention on the Elimination of All Forms of Discrimination against Women
<b>FAO</b>	Food and Agriculture Organization
<b>GDP</b>	Gross domestic product
<b>IELD</b>	Inclusive and Equitable Local Development
<b>LEA</b>	Local economic assessment
<b>LQ</b>	Location quotient
<b>SDGs</b>	Sustainable Development Goals
<b>SIC</b>	Standard Industrial Classification
<b>SWOT</b>	Strengths, weaknesses, opportunities, threats
<b>UN Women</b>	United Nations Entity for Gender Equality and the Empowerment of Women
<b>UNCDF</b>	United Nations Capital Development Fund
<b>UNDP</b>	United Nations Development Programme



## KEY CONCEPTS

<b>GENDER</b>	The array of socially constructed roles and relationships, personality traits, attitudes, behaviours, values, relative power and influence that society ascribes to the two sexes on a differential basis. Whereas biological sex is determined by genetic and anatomical characteristics, gender is an acquired identity that is learned, changes over time, and varies widely within and across cultures. Gender is relational and refers not simply to women and men but to the relationship between them.
<b>SEX</b>	Refers to the biological characteristics of men and women.
<b>SEX-DISAGGREGATED DATA<sup>1</sup></b>	This is the collection and separation of statistics and data (for example, about education, employment figures, business ownership, etc.) by gender in order to isolate different figures for men and women and make comparisons between them. This sheds light, for instance, on which sectors of society women and men are working in, or which services they use. Disaggregated data are a prerequisite for gender-inclusive planning.
<b>GENDER ANALYSIS</b>	Analysis of social processes and the roles of women and men in areas such as the division of labour, decision-making at various levels, productive and reproductive activities, access to and control over resources and benefits, as well as socioeconomic and environmental factors influencing gender relations. Gender analysis may also study the various impacts of development projects on women and men—that is, how certain actions, decisions or plans affect gender relations. It should be applied at all stages of development planning, implementation, monitoring and evaluation. It can also be used in human resource development, training, etc.
<b>GENDER EQUITY</b>	This means the “fairness of treatment for women and men, according to their respective needs, including the equal treatment or treatment considered equivalent in terms of rights, benefits, obligations and opportunities” (UNESCO 2000). To ensure fairness, measures must often be put in place to compensate for the historical and social disadvantages that prevent women and men from operating on a level playing field.
<b>GENDER EQUALITY</b>	This requires equal access for women and men to resources and benefits, regardless of gender, when performing social functions.
<b>GENDER RESPONSIVENESS</b>	Gender responsiveness refers to outcomes that reflect an understanding of gender roles and inequalities, and that encourage equal participation, and equal and fair distribution of benefits. Gender responsiveness is accomplished through gender analysis and gender inclusiveness.
<b>GENDER STATISTICS</b>	Statistics that adequately reflect differences and inequalities in the situation of women and men in all areas of life such as family, health, education and communication, employment, human rights and politics. This is one of the most important tools in considering the specificities of women and men as sociodemographic groups, and accordingly developing adequate social and demographic policy, and implementing the principles of equal rights and equal opportunities for women and men.

<sup>1</sup> Sex-disaggregated given many countries only collect and report on data disaggregated by sex. However, whenever available and possible, gender-disaggregated data should be collected in order to align with the SDG indicator language.







# 1. BACKGROUND

## 1.1 Overview

Advancing local economic development should be a participatory process that builds on partnerships among local stakeholders to generate decent livelihoods, jobs and sustainable economic activities. Public, business and non-governmental actors work collectively to create better conditions for economic growth and employment generation, with an overall goal of improving the quality of life for all.

Local economic development policymaking and planning can build on a concrete set of tools and mechanisms for promoting strong and sustainable local economies. These operate within a framework of localizing the globally agreed Sustainable Development Goals (SDGs). To ensure that everyone, both men and women, can equitably share in the benefits of economic activities usually involves taking practical steps to advance gender equality and the realization of women's human rights. Women's concerns, priorities and inputs must inform planning through avenues such as gender analysis, gender budgeting and engendering economic governance.

Local economic assessments (LEAs) provide local authorities and partners with a robust analysis of local economic conditions that can inform economic policies and interventions. These assessments help local authorities to promote the economic, social and environmental well-being of their area, and contribute to national objectives to realize sustainable development. An assessment is fundamental to creating a local economic development strategy since it maps both past and future forces impacting development, details the structure of the economy, and captures community opinions and perceptions.

In shaping gender-responsive LEAs, local authorities take into account the specific factors influencing women's level of engagement as workers and

## STRATEGIC INTENT OF THE GENDER-RESPONSIVE LEA TOOL

Collect sex-disaggregated data on various aspects of the local economy

Present the main characteristics of a local economy analysed from a gender perspective

Give local planning authorities the necessary gender-responsive outlook to design local economic development strategies that leave no one behind

Highlight the latent opportunities and challenges faced by women/men in local economies, and emerging possibilities for local sustainable development

Map the economic contributions of local economies within regional and national contexts from a gender perspective

business owners, across different economic sectors. Such an assessment can entail mapping the area's economic development and regeneration; women's employment patterns and barriers to employment, education and skills; planning; housing; transport; and sport and culture, among other dimensions. The assessment may look at local socioeconomic policies and institutional contexts, including to define major bottlenecks to women's economic empowerment.

A gender-responsive LEA informs policy responses aimed at accelerating local economic development in ways that are equitable and contribute to women's economic empowerment. It provides an inventory and analysis of community assets and liabilities from a gender perspective; includes information on gender-related national, regional and local economic developments and trends; and identifies the extent to which businesses in a locality are gender-responsive in their activities and operations.

To support such assessments, the United Nations Development Programme (UNDP), UN Women and the United Nations Capital Development Fund (UNCDF) developed the Gender-Responsive LEA Tool. It assists localities in different countries to assess their readiness for gender-responsive local development. The tool also enables the integration of gender-responsive development in other strategic processes, such as the United Nations Sustainable Development Cooperation Framework, and supports technical capacity-building among local authorities, civil society organizations and key stakeholders.<sup>1</sup>

## 1.2 Gender-responsive development: A theory of change

The Gender-Responsive LEA Tool helps to define, calibrate and inform the progression and transformation of local economies along a continuum from being gender-blind to being gender-responsive. It interrogates the roles, norms, behaviours, economic potential and social attributes that a given locality considers appropriate for women and men, and clarifies the impact that a more gender-responsive outlook to economic development can bring to a local economy.

Conducting social and gender analysis can shed light on the underlying social structures, policies and broadly held social norms that perpetuate gender inequalities in localities.<sup>2</sup> As shown in Figure 1, such assessment helps local planning authorities in different contexts to develop gender-responsive measures as part of achieving the locality's short-, medium- and long-term development goals.

## 1.3 What is a gender-responsive LEA?

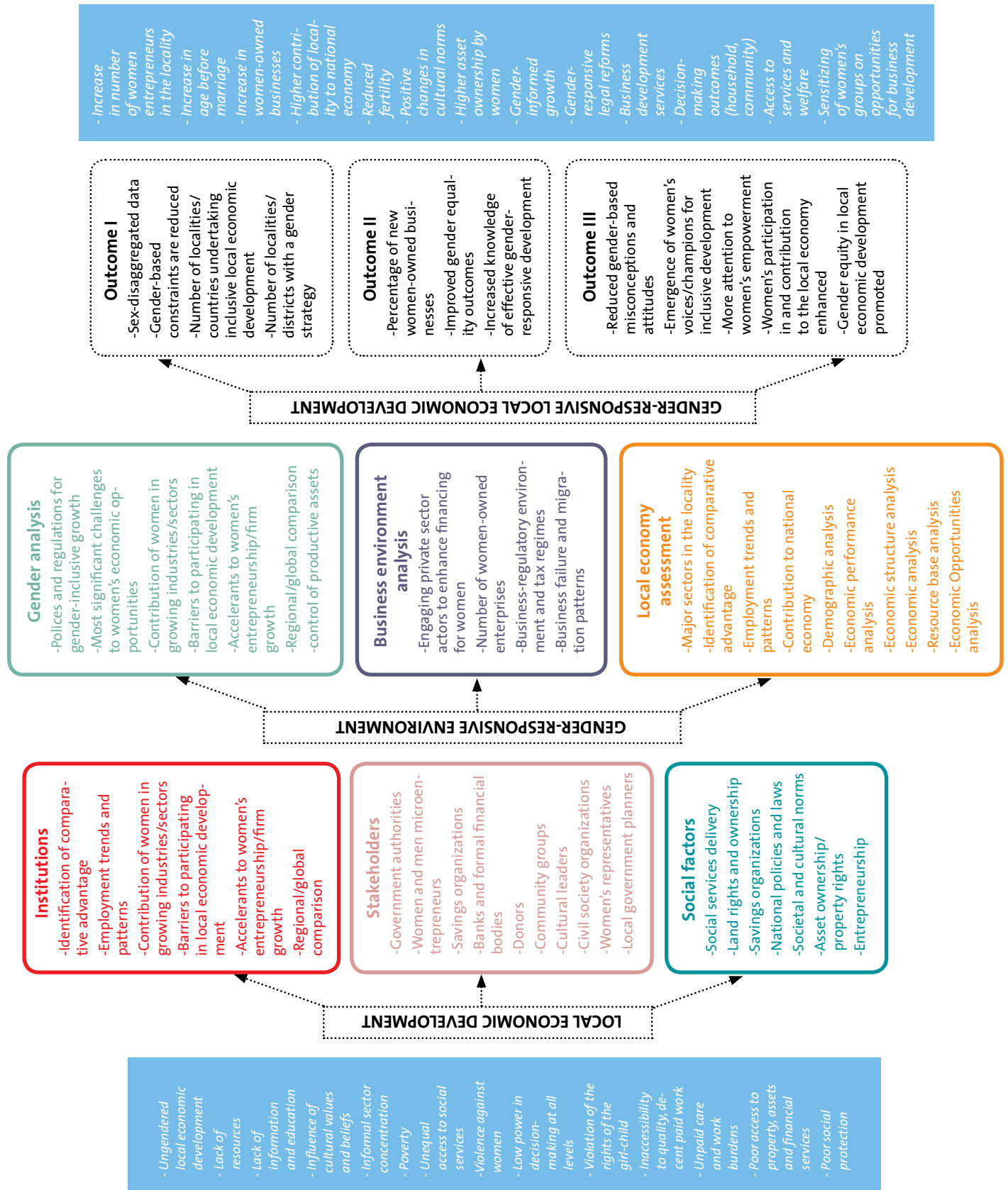
A gender-responsive LEA is a written report containing qualitative and quantitative data and analysis of a local economy from a gender perspective. Data are drawn from existing reports, national policy documents and local data, where available. A comprehensive assessment is supplemented by stakeholder analysis using workshops and interviews with key individuals (women and men) with knowledge and experience of the main gender issues impacting the local economy. Such issues may involve, for example, concentrations of men and women in certain sectors of the local economy, or the social norms that hinder women's economic participation.

An assessment should be conducted with an inclusive approach that equally values and incorporates the contributions of all stakeholders, including marginalized groups, in addressing local development issues. It should promote transparency and accountability and enhance development cooperation outcomes through collaboration among civil society organizations, local governments and private sector actors. Its overarching goal is to advance gender-responsive and inclusive economic development that enhances the capacities and opportunities of all people, women and men.

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<sup>2</sup> Beardsley and Miller 2002, Hirsch and Keller 1990, Hughes 2002.

Figure 1. A gender-responsive theory of change for local economic development







## 2 THE GENDER-RESPONSIVE LEA TOOL

### 2.1 Introduction

Local economic development is shaped by the priorities of both women and men. Women often operate at the fringes of the local economy, but both women and men contribute to it in various capacities, and possess distinct knowledge and skills. Understanding and responding to these gender issues is critical to realizing the full economic potential of a locality.

The Gender-Responsive LEA Tool outlines practical guidance to conduct a gender-responsive LEA as a fundamental part of devising a local economic development strategy (Box 1).<sup>3</sup> The tool helps those preparing an assessment to identify and analyse socioeconomic factors and trends that underpin a well-integrated, gender-responsive strategy.

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**The IELD programme uses a three-agency partnership to strategically approach delivering on the SDGs, drawing on each agency's niche and comparative advantage in programming on gender equality and women's empowerment.**

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The tool was developed under the global Inclusive and Equitable Local Development (IELD) programme, a joint initiative between UNCDF, UNDP and UN Women. This three-agency partnership takes a strategic approach to delivering on the SDGs, using each agency's niche and comparative advantage in programming on gender equality and women's empowerment.

The IELD programme addresses the underlying structural impediments that limit women's

participation in the local economy, with an emphasis on unlocking domestic capital for women's economic empowerment and entrepreneurship. By working with local governments, it helps them build capacities for gender-responsive economic policy, and identify, together with other local stakeholders, practical and innovative solutions. The programme has been rolled out in several pilot countries, namely, Bangladesh, Uganda and the United Republic of Tanzania, and is expected to be extended to other countries.

### 2.2 Why conduct a gender-responsive LEA?

A gender-responsive LEA assesses the extent to which a locality integrates gender issues into activities and institutional systems related to the local economy. It undertakes a comprehensive review of existing activities and initiatives, and spotlights socioeconomic factors that promote or inhibit women's participation. Ultimately, the assessment should appraise prevailing (and projected) opportunities for inclusive and gender-informed growth.

A gender-responsive LEA achieves a number of aims. These include:

- Provide a local economic development strategy with information and data (sex-disaggregated) to examine and forecast key factors that may drive men's and women's participation in the local economy in different ways, and identify the strengths, weaknesses, opportunities and threats in a local economy;
- Provide an opportunity to engage women-led and gender-responsive local businesses and community groups in local economic development planning;
- Identify past and forecast future driving forces in the national, regional and local economy, and their potential for and impact on local economic development policy;

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<sup>3</sup> A local economic development strategy is an integral part of a broader strategic planning process for a subnational region, city, town or rural area. Effective strategic planning ensures that priority issues are addressed, and limited resources are targeted.

- Evaluate external trends and events influencing the realization of equitable economic development and women's economic empowerment; and
- Monitor changes and progress in the local economy over time.

A gender-responsive LEA typically engages local governments and local communities in answering the following questions:

- What are the potentials for local economic development (e.g., based on the characteristics of the local economy, highly productive sectors, concentrations of employment, national gross domestic product [GDP] contribution, etc.)?
- What are the most pressing barriers that local women (and men) face to participating in income-generating activities?
- What opportunities within the local economy can accelerate gender mainstreaming for local economic development?
- Which local stakeholders generally define and/or contribute to women's engagement in local economic activities?
- Which local investments (or infrastructures) should be prioritized to accelerate gender-responsive local economic development and enhance access to services?

## 2.3 Who will use the tool?

Intended as a step-by-step guide for local planning units, the Gender-Responsive LEA Tool helps gather the qualitative and quantitative data necessary to design effective local economic development strategies. Other users may include United Nations country office staff, local government officials, development practitioners, technical experts from international and donor organizations, and other individuals tasked with developing inclusive LEAs. Additional users might comprise non-governmental organizations, business leaders, investors, strategists, civil society leaders and representatives, and members of community-based organizations (Box 2).

## BOX 1: GUIDANCE PROVIDED BY THE GENDER-RESPONSIVE LEA TOOL

The tool covers:

- Gender analysis in setting the foundation for a gender-responsive local economic development strategy;
- Sequencing and staging of the LEA as part of a gender-responsive process to develop the strategy;
- Identification of the types of data required to conduct a gender-responsive assessment;
- Data collection and assessment techniques that provide meaningful gender inputs to an LEA;
- External factors that affect the competitive position of a locality from a gender perspective; and
- Measures to foster consensus on critical gender issues that influence gender-responsive local economic development and women's economic empowerment.

## 2.4 How is a gender-responsive LEA undertaken?

A gender-responsive LEA is part and parcel of creating a local economic development strategy. In looking at the distinctive imperatives of the local economy, it identifies underlying gender issues, such as:

- Gender issues that determine which business and individuals can flourish;
- Whether or not an enabling environment exists so that all people, men and women, can take advantage of economic opportunities;
- The comparative economic strengths and weaknesses of a locality, and how gender informs those; and
- The extent to which the local economy allows scope for locally driven, inclusive and gender-responsive development.



Conducting a gender-responsive LEA is a sequenced process with four stages (Figure 2):

- Stage 1: Deciding to develop a local economic development strategy and planning for the LEA
- Stage 2: Conducting a gender-responsive LEA
- Stage 3: Embedding gender-responsive LEA findings into the local economic development strategy
- Stage 4: Formulating the local economic development strategy

On the following pages, these stages are discussed in detail with leading/guiding questions for each. Questions are intended to be pointers or strategic guides. Their use, application or relevance may differ depending on the economic, social, cultural and legal context of a given locality. Overall, the process of conducting a gender-responsive LEA must be owned by those undertaking it.

Through the assessment, local stakeholders and partners should gain a clearer understanding of local economic conditions at all spatial levels, from urban to rural areas. A mapping of economic linkages can reveal key factors enabling and/or constraining sustainable and gender-equitable economic development. These include demographic changes, labour force participation and caregiving, sparsity and peripherality in access

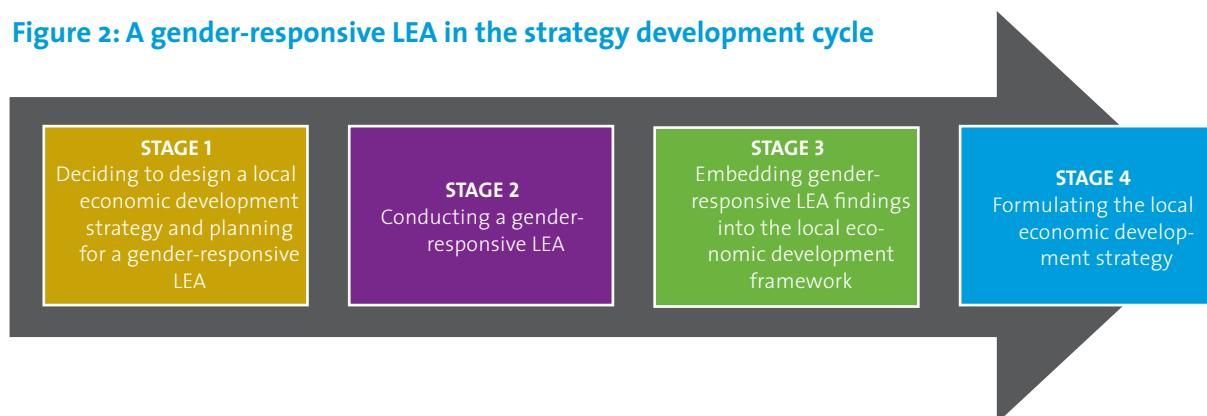
## BOX 2: TYPICAL USERS OF THE GENDER-RESPONSIVE LEA TOOL

- UN country office staff, local government officials, development practitioners, technical experts from international and donor organizations
- Individuals who may be tasked with developing an inclusive and gender-responsive LEA
- Civil society leaders and practitioners
- Business leaders and corporate entities
- Prospective investors in a locality

to economic opportunities and social services for both men and women, regulations and policies that contain discriminatory provisions against women, and other social expectations, pressures and norms that curtail equitable access to opportunity.

Understanding of these issues, once embedded in a local economic development strategy, will lead to improved economic interventions and better prioritization of investments, in line with the principles, practices and norms of gender-responsive development.

**Figure 2: A gender-responsive LEA in the strategy development cycle**









### 3. STAGES OF A GENDER-RESPONSIVE LEA

The four stages of the Gender-Responsive LEA Tool are an ideal. While they are presented in a linear manner, conducting a gender-responsive LEA in reality is a flexible process. One stage may continue or

operate in parallel with another depending on context and local needs.

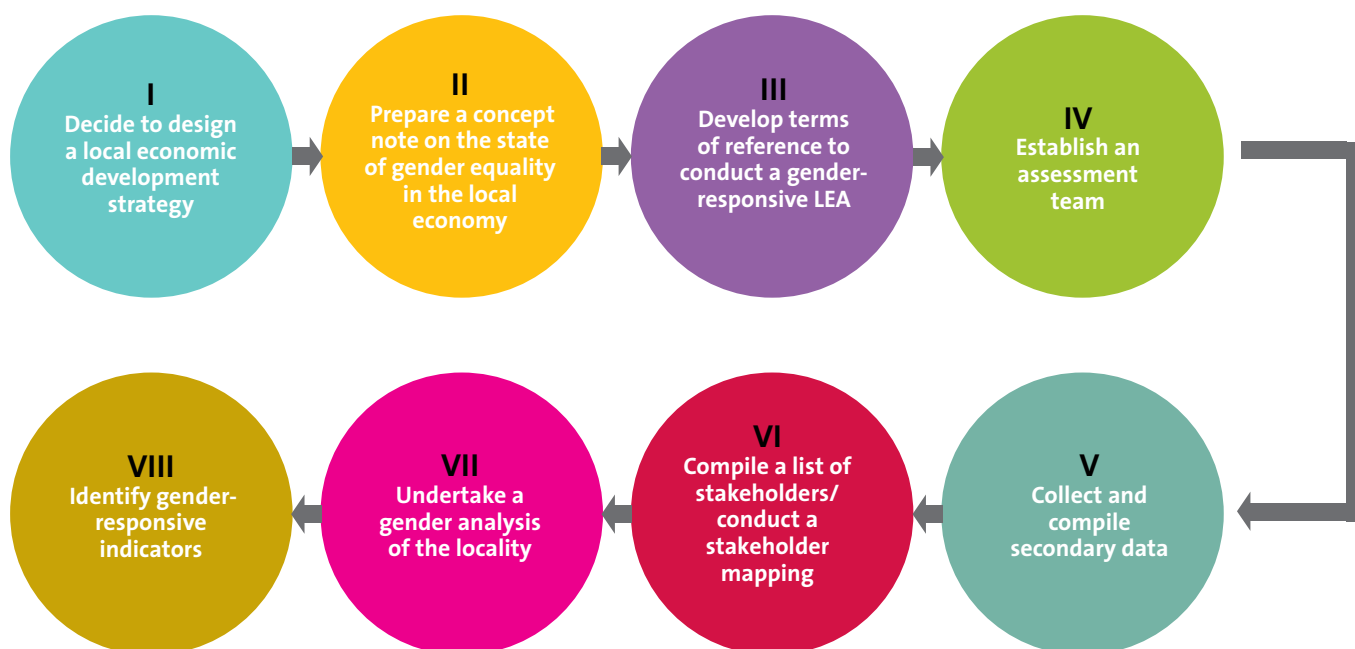
For instance, if problems are encountered during a stage, it may not be as a result of work in that stage but the appropriateness of a previous stage. Previous and subsequent stages may then need to be refined or reworked to resolve such scenarios. The assessment is a living document that should be reviewed and adapted as circumstances dictate.

#### STAGE I: Deciding to develop a local economic development strategy and planning for the LEA

Preparing for a gender-responsive LEA calls for planning! During this stage, preparatory activities should establish the readiness of the locality to undertake an assessment. It is important to determine the availability of necessary time, resources and technical capacity. Key decision-makers should be on board, and conducting the assessment should be consistent with the locality's strategic aspirations for gender-responsive planning.

Ensuring local political and community leaders (mayors, elected representatives, ward members, district counsellors, etc.) are involved will help the assessment gain political traction and commitment (and eventual resources). At this first stage, a thorough articulation of what the gender-responsive LEA is meant to achieve should be established, and its strategic vision, goals and priorities clarified to core stakeholders. Stage 1 includes eight steps (Figure 3).

Figure 3: Activities under Stage 1



### Step 1: Decide to design a local economic development strategy

Undertaking a strategic local economic development planning process begins with the community/locality deciding that the benefits are worth the effort. Local leaders in particular should see the value of the process in defining potential opportunities for growth along with the best strategies to realize these.

The decision to get started is often made by local government authorities, especially in response to requests from different local stakeholders. The decision may also arise from a national local economic development policy framework that requires localities to develop their own strategies. Either way, broad support is critical, since implementation of a local economic development strategy has far-reaching implications for a range of stakeholders. The start of the planning process should include identifying the people, public institutions, businesses, community organizations and other groups with interests in the local economy. A special effort should be made to engage key government decision-makers (e.g., the mayor, for political goodwill) or other strategic partners (e.g., international donors for funding).

### Step 2: Prepare a concept note<sup>4</sup> on the state of gender equality in the local economy

A gender-responsive LEA requires high-level commitment and consensus-building. A brief situational analysis of local gender-related challenges and opportunities in economic development can be highlighted in a two-page concept note shared with key decision-makers. The concept note can be used by those involved in the local economic development process (e.g., the planning officer or Local authority) to demonstrate the value of a gender-responsive LEA.

<sup>4</sup> Preparation of the concept note is subject to available capacity or the requirements of key influencers. If it is not required, it can be skipped.

The note can also serve as a tool for rallying critical stakeholders around conducting the LEA.

The concept note should underline the importance of undertaking a gender-responsive assessment, and how it will enhance the contribution and participation of women, men and other vulnerable groups in the local economy. The note should highlight the vision, goals and objectives of the assessment, and how these are consistent with local strategic goals, regional and national development aspirations, and specific global gender imperatives highlighted in the SDGs. The note can show the potential changes the gender-responsive LEA is going to catalyse, and the specific needs it will help measure and calibrate.

### Step 3: Develop terms of reference to conduct a gender-responsive LEA<sup>5</sup>

Terms of reference are critical in defining why the assessment is being undertaken, what it will examine, its design and methods, when it will be conducted, who will use it and how it will be used when completed. Annex 4 provides a template for drafting terms of reference.

### Step 4: Establish an assessment team

The success of a gender-responsive LEA will depend on assembling the right team to carry out the exercise. The team should possess knowledge, skills and experience in conducting gender analysis and local economic development planning. There are several aspects that are particularly important.

#### a) LEA steering board

Where possible, an LEA steering board should be put in place to provide a strategic vision as well as oversight and useful insights about the locality. It can comprise experts on gender in the local economy, key government representatives, ministry representatives

<sup>5</sup> This step should be undertaken only if the IELD team has not developed a standard terms of reference.

(local government, labour, women's affairs, gender/youth/social protection, agriculture, finance/economy, etc.), relevant bilateral donors, representatives of civil society, at least one representative from the steering committee of the locality (e.g., city councillor, town clerk), traditional and community leaders, UN organizations, etc. The composition and number of board members will depend on the specific features of the locality. The board will review the LEA's terms of reference and timelines, and offer guidance to the LEA technical team on adapting the gender assessment to the local context.

#### *a) Gender-responsive LEA team composition*

Conducting the assessment will be undertaken by a gender-responsive LEA technical team. Ideally, the team will comprise subject specialists, experts with local knowledge, the local economic development officer (if available) and a representative of the funding entity (if required). The team should be gender inclusive to ensure equitable representation of views and impartiality.

#### *b) Team leadership*

A team leader will manage the assessment, supported by an assistant team leader if the budget allows. The team leader should be a person with extensive knowledge of gender issues and the local economy. He/she should have experience in conducting multidisciplinary gender analysis, including on socioeconomic, political and cultural issues. Other prerequisites are expertise on local economic development, familiarity with related planning methodologies, and ability to adopt a gender-responsive, participatory approach to conducting an LEA. Having this experience will help ensure women's participation in the assessment, and strengthen links between gender responsiveness and the broader local economic development strategy-making process.

Experience in conducting stakeholder analysis is extremely useful since the assessment requires stakeholder engagement to identify the main gender-related issues impacting the local economy, and to

define gender-responsive goals and programmes in the local economic development strategy. The draft terms of reference can inform the selection of the team leader, who in most cases will be a consultant hired to lead the process. Box 3 provides a checklist for assessing the suitability of a team leader.

### **BOX 3: TEAM LEADER SKILLS AND COMPETENCIES**

- Experience in conducting gender-responsive assessments
- A strong record in designing and leading assessments
- Data analysis skills
- Excellent ability to communicate with stakeholders
- Technical competence in local economic development
- Process management skills, such as facilitation and communication skills
- Language proficiency
- Country or regional experience

#### *c) Team knowledge, skills and expertise*

Conducting a successful gender-responsive LEA requires skills in collecting, analysing and interpreting data. Preferably, technical team members will have undertaken similar gender assessments in the past.

### **Step 5: Collect and compile secondary data**

Secondary data provide a situation analysis of the gender-responsiveness of the local economy. They may include statistics from the local, regional and national levels, and can complement and enrich data collected from more participatory methods, deepening the assessment.

#### **BOX 4: SEX-DISAGGREGATED DATA TELL A STORY**

Data disaggregated by sex can reveal gender-driven patterns in access to land and other agriculture assets, literacy rates, access to credit and financial services, employment rates, wage levels for agricultural labourers, the percentages of female-/male-headed households, wealth distribution and poverty rates, health and nutrition conditions, and women's representation in the public domain, among many other issues.

The assessment team should undertake a comprehensive search of all appropriate data from international, regional and local reports. Sources include: national planning reports, national statistical office reports, statistics and reports from other government departments and ministries (e.g., Demographic and Health Surveys), government policy documents, relevant scientific studies, assessments/reports with sex-disaggregated data, third-party gender studies, reports by non-governmental or other development partners, qualitative reports and quantitative surveys from the World Bank or United Nations, and/or programme, project or organizational documents. A comprehensive review of existing grey literature should also be undertaken.

The full list of documents consulted should be shared with stakeholders and other partners for validation and completeness. Findings from secondary data collection should provide necessary evidence required to make effective, evidence-based, gender-responsive interventions.

To the extent possible, data should be disaggregated by sex to identify differences in employment rates, educational attainment and access to resources, etc. (Box 4). Disaggregation by age and other social determinants relevant to the locality can help to better understand other issues in play, so such data need

to be collected and analysed to the extent possible. If sex-disaggregated data are not available at the local level, interviews with a representative group of women from the community will provide insights into their social and economic situation.

Typical secondary data required will include:

##### **a) Population and demographics (disaggregated by sex)**

- Population size and density
- Population distribution by location and sex (rural/urban)
- Population of distinct demographic groups, e.g., refugees, ethnic minorities, migrants, internally displaced people
- Population distribution by age
- National population growth rate
- Population growth rate of the locality
- Average household size

##### **b) Education profile of the locality**

- General government expenditure on education as a share of GDP
- Government expenditure per student, primary (percentage of GDP)
- Government expenditure per student, tertiary (percentage of GDP)
- Expenditure per child in education by locality
- Expenditure per school by locality
- Adult literacy rate by sex
- Number of schools in the locality (school coverage)
- Average class size
- Average distance to the nearest school
- School enrolment by sex
- Average completion rate (male and female)
- Teacher-pupil ratio

- Number of teachers by sex
- Level of education attainment (using the International Standard Classification for Education)
- Children out of school by sex (primary school age)
- Gross intake ratio in first grade of primary education by sex
- Literacy rate of youth by sex
- Persistence to last grade of primary education by sex and locality (percentage of cohort)
- Progression to secondary school by sex (primary gross, gender parity index)
- Unemployment total by sex (percentage of total modelled by International Labour Organization estimation)
- Trained teachers in primary education by sex (percentage of total teachers)
- Number of class repeaters in primary school by sex (percentage of gross enrolment)

### c) Health access in the locality

- General government health expenditure as a share of GDP
- Percentage of population that can access primary health care within a one-hour walk from dwelling
- Percentage of population requiring medical referral seen at the next level of health care
- Number of inpatient beds (excluding maternity beds) per 10,000 people
- Percentage of patients referred in adequate time
- Number of community health workers per 1,000 people
- Number of skilled birth attendants (doctors, nurses, midwives) per 10,000 people.
- Average household health expenditure
- Number of private/public health-care providers
- Major communicable and non-communicable disease burdens



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- Average age when woman has first baby
- Percentage of deliveries attended by skilled medical personnel
- Adult female literacy rate
- Density of nursing and midwifery personnel (per 100,000 population)
- Maternal mortality rate
- Distance to nearest health facility
- Percentage of infants who receive the measles vaccine
- Average life expectancy at birth by sex (years)
- Infant mortality rate per 1,000 live births
- Under-5 crude mortality rates
- Prevalence of stunting, height for age (percentage of children under age 5)
- Prevalence of undernourishment (percentage of population)
- Unmet need for contraception (percentage of married women aged 15 to 49)

#### **d) Land systems**

- Total land area
- Land tenure system
- Average size of land and average number of plots per owner
- Land ownership disaggregated by sex
- Average cost per square meter of business space in the locality's central business district
- National policies on land ownership
- Local bylaws on land ownership

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Stakeholders are individuals, groups or institutions with interests in gender-responsive development or policy, or who may be directly or indirectly affected by the process or the outcome of the assessment.

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#### **Step 6: Compile a list of stakeholders/ conduct a stakeholder mapping**

There are typically many players in a local economy. For a local economic development strategy to be successful, it is important to appreciate the roles of these different actors and their influence on gender-responsive outcomes. A gender-responsive LEA should therefore begin with a stakeholder analysis.

Stakeholders are individuals, groups or institutions with interests in gender-responsive development or policy, or who may be directly or indirectly affected by the process or the outcome of the assessment (Table 1). Key stakeholders include those who will significantly influence or are important to the success of a gender-responsive LEA.

Stakeholder analysis can be as simple as making a quick list of stakeholders and their interests. Generally, there are three main elements: identifying key stakeholders, analysing stakeholder characteristics and creating strategies to engage stakeholders. At an early stage, messages about the assessment being a gender-responsive process should be clearly conveyed to prepare stakeholders for engagement.

The skills, experiences and resources that each stakeholder brings to the gender-responsive LEA create an essential foundation. Establishing working relationships and structures that fully engage stakeholders should help capture and organize these contributions, and lead to improved local coordination and implementation. This is a critical and often challenging key step, as stakeholders need to develop a shared view of the objectives and process of the assessment as well as the local development planning process.



**Table 1: Stakeholders for a gender-responsive LEA**

Stakeholder category	Examples of stakeholders
<b>Women in business</b>	<i>Female entrepreneurs, women operating family businesses, female CEOs or business leaders</i>
<b>Industry/business associations</b>	<i>Industry associations, local chambers of commerce, women's business associations, women's savings and credit cooperatives, business associations</i>
<b>Professional associations</b>	<i>Labour unions, women's professional associations, other professional associations, employers' associations, trade unions, representatives of cooperatives, associations of the self-employed, financial sector associations, territorial employment service managers</i>
<b>Non-governmental organizations</b>	<i>Non-governmental organizations with social, environmental, cultural or artistic aims; community-based organizations; women's groups; civil society organizations</i>
<b>Elected representatives</b>	<i>Members of legislative bodies, women's representatives in local governments, business representatives on local governments</i>
<b>Local authorities</b>	<i>Territorial public administrations (local and/or provincial/state governments) and their associated combined bodies (associations of local governments, etc.), local government officials, mayors, clerks, councillors, planners</i>
<b>Others</b>	<i>Donors, representatives from land cadastral and registration offices, other government line ministries, private sector, academia, community leaders, personnel responsible for international development cooperation programmes in the locality, research and development centres, technical assistance services, local media</i>

Four principles should guide careful choices of stakeholders:

- a) *Participatory*: Stakeholders need to be actively engaged in the process the assessment seeks to explore. Participation helps ensure ownership by all individuals and groups involved.
- b) *Transparency and accountability*: The assessment must be responsive and transparent, and give adequate and timely feedback to stakeholders so they are fully aware of every stage.
- c) *Inclusiveness*: All groups directly or indirectly involved in the local economy should be included, with attention to representative diversity by gender, educational level, employment status, age, ethnicity, religion, etc.

- d) *Respect*: All stakeholders ought to be treated with respect for their language, sex, gender, location, culture and other nuances specific to the community.

After all stakeholders have been identified, the team should organize an inception workshop where they come together to examine local development imperatives from a gender perspective.

#### Step 7: Undertake a gender analysis of the locality

Gender analysis is a key element in conducting an effective, informed gender-responsive LEA. By asking questions on the roles and responsibilities of women and men, who does what, who has what, and the extent of participation and leadership, it provides a baseline understanding of the “state of gender” in the locality. Such analysis probes prevailing social processes, and makes it possible to appreciate gender differences,

the nature of relationships between women and men, and their different social realities, life expectations and economic circumstances. This helps define the main gender issues, and the primary development drivers that either hinder or support gender-equitable development.

Gender analysis should include an appraisal of gender-responsive programmes and projects at the local level, and identify opportunities to support women and men along with strategies to minimize any risks from engaging on gender issues in a given locality. To the extent possible, all elements of the analysis should build on disaggregated data.

Key questions could comprise:

- Are both women and men participating equally in the local economic development process?
- What are the key barriers to women and men participating?
- How can both women and men be encouraged and supported to participate?
- What are the capacities, interests and willingness of partner organizations to include both men and women in local economic development?
- Are there organizations or groups that should be contacted and invited to encourage/strengthen the equal participation of men and women?
- Are there deliberate efforts that support men and women to participate in local development?
- What are the most significant challenges to both men's and women's economic opportunities (e.g., education or appropriate training; less access to and control over productive resources such as land, collateral, capital and financial markets; household savings; labour market participation; unpaid care responsibilities)?

- Have both men and women been consulted on the problems and challenges the local economic development strategy is going to confront? How will both be involved in developing and being part of the "solutions"?

- What discriminatory practices do men and women workers face (use established international and national labour codes and regulations, such as those related to health and safety, the right to organize, and freedom from sexual harassment, discrimination and abuse of authority)?

- Are there regulations and policies (e.g., tax laws) that include discriminatory provisions against men and women?

- Are there prevailing attitudes and beliefs that may pose barriers to equal opportunities for men and women in the private sector? In the informal sector?

- Will both men and women have equal access to and control over productive assets (especially land, capital and credit), processing and marketing?

- Will training and capacity development opportunities increase, as well as on-the-job training and management opportunities, for both men and women?

- What is the representation of men and women in key leadership positions in the labour market and community/development institutions?

The team undertaking the gender analysis must be able to:

- a) Collect disaggregated information, by gender, age, ethnic origin, etc. (indicate where disaggregated data are not available);
- b) Actively involve women and men from diverse social groups in the analysis and identification of needs;

- c) Analyse relevant current information, especially socioeconomic information, taking into consideration, among other issues: gender roles, access to and control over productive resources, a gender division of labour, time poverty, power relations, participation in the labour force (formal and informal sectors) and legal rights; and
- d) Analyse systemic causes of the challenges related to the absence of gender-responsive development in the locality.

## TOOLS TO INFORM GENDER ANALYSIS

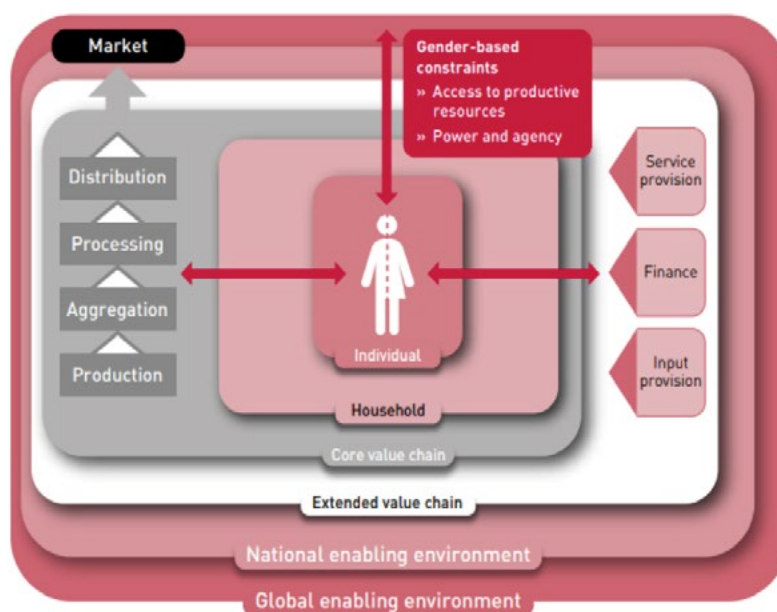
A variety of tools can be used for gender analysis, as shown on the following pages. These should be socially and politically appropriate. If they involve participatory methods, and social conventions insist that women not openly discuss issues in front of men, separate women's and men's groups and the help of a female facilitator may be necessary to avoid constraints on women's participation. More details are in Annex 1.

### Tool 1: The Gender Sensitive Value Chain Framework

Developed by the Food and Agriculture Organization (FAO 2016), the Gender-Sensitive Value Chain Framework helps outline gender-based constraints in the “enabling environment” and analyse their impact on the core and extended value chain, as well as on the individual and household level (Figure 4). It identifies participation in the chain as well as access to and control over productive resources, and access to and control over benefits. This is important to understand issues that inhibit the effectiveness of value chains, especially those that undermine or ignore women's activities and contributions.

The framework supports measurement of the progress that women/men can make in moving from being primary producers to more lucrative and gender-transformative roles as processors and traders. By putting the individual at the core, the framework acknowledges the diversity of women and men as value chain actors with unique characteristics, abilities and aspirations.

**Figure 4: The FAO Gender-Sensitive Value Chain Framework**



## Tool 2: Mobility maps

Mapping women's and men's spheres of mobility, specifically in relation to market access, illustrates the different modes of transport required and prices found in different markets (IFAD 2002). Participatory rural community appraisal maps can be used to identify male- and female-exclusive spaces and restrictions on women's movements both within and outside the community; these tools can reveal intersectional differences based on caste, religion, age and class. Making these tools gender responsive requires exploring norms and customary practices behind specific gender barriers to movement and challenging these barriers within programming.

## Tool 3: Appreciative inquiry

Appreciative inquiry is a group process often used in organizational development for large-scale change. It is a means of addressing the issues, challenges, concerns and changes of a locality in ways that build on the successful and effective experiences of its members. Used in a focus group, the tool can help people think about what is best in their locality and how to make it better, inclusive of gender-responsive ideals.

## Tool 4: Case studies

Case studies help unpack and understand the role of gender in local economic development. They provide insight into specific areas where gender-responsive ideals can spur local development; showcase and dramatize how existing or potential events, programmes and/or individuals have brought about specific changes; and highlight the challenges and emerging lessons around integrating gender into local development.

## Tool 5: Constraints analysis<sup>6</sup>

Constraints analysis identifies gender-based constraints and opportunities that have the potential to either impede or facilitate achievement of engendered

local economic development. This tool can help address three key questions:

- a) What are the different gender-based constraints and opportunities faced by women and men that affect their access to factors of production in the local economy?
- b) How do existing laws, policies and regulations affect women and men differently?
- c) What impact do these have on women and men's relative status?

## Step 8: Identify gender-responsive indicators

Data collection and analysis will identify the main trends, barriers and challenges impacting equitable and gender-responsive development, as the basis for establishing shared views among stakeholders and shaping a gender-responsive local economic development strategy.

After undertaking the gender analysis, it is important to develop appropriate baselines and gender-responsive indicators. These define the existing state of the local economy from a gender perspective, and over time can measure:

- Differences in participation, benefits, outcomes and impacts for women, men, boys and girls
- Changes in gender relations (positive or negative)—that is, changes towards equality or inequality between men and women
- How these changes affect development objectives, particularly economic growth, poverty reduction and sustainable development

Table 2 shows potential indicators to measure gender-responsiveness in the local economy. It includes relevant SDG indicators for comparison and alignment.

<sup>6</sup> See also: <https://gender.jhpiego.org/analysistoolkit/constraints-analysis/>.

**Table 2: Potential gender-responsive indicators**

Expected gender-responsive outcomes		Potential gender-responsive indicators	Selected SDG indicator
1.	<b>Leadership and women's participation</b>	<ul style="list-style-type: none"> <li>- Percentage of women and men with roles in planning and decision-making within the locality</li> <li>- Percentage of women and men in leadership positions in the locality</li> <li>- Capacity of men and women to engage and/or influence budget matters for equitable expenditure and delivery of services</li> <li>- Percentage of women and men involved in the local budgeting process</li> <li>- Percentage of women in the leadership of the local chamber of commerce</li> </ul>	<p>5.5.1 Proportion of seats held by women in (a) national parliaments and (b) local governments</p> <p>5.5.2 Proportion of women in managerial positions</p>
2.	<b>Data availability and sex disaggregation</b>	<ul style="list-style-type: none"> <li>- Demand for sex-disaggregated data</li> <li>- Local data disaggregated by sex</li> <li>- National data disaggregated by sex</li> </ul>	<p>1.3.1. Proportion of population covered by social protection floor systems, by gender, distinguishing children, unemployed persons, older persons, people with disabilities, pregnant women, newborns, work-injury victims, the poor and the vulnerable</p>
3.	<b>Economic opportunity and access</b>	<ul style="list-style-type: none"> <li>- Percentage of women and men with access to productive resources</li> <li>- Percentage of women and men with access to loans or lines of credit</li> <li>- Percentage of women and men with small firms and microenterprises</li> <li>- Level of income for women and men</li> <li>- Percentage of women and men receiving loans</li> <li>- Percentage of women and men receiving repeat loans</li> <li>- Percentage of women and men with access to business and financial skills</li> <li>- Percent or proportion of women with access to formal markets</li> </ul>	<p>9.3.2 Proportion of small-scale industries with a loan or line of credit</p>
4.	<b>Social service delivery</b>	<ul style="list-style-type: none"> <li>- Percentage of locality's population with access to water disaggregated by sex</li> <li>- Percentage of locality's population with access to health care disaggregated by sex</li> <li>- Percentage of locality's population with access to sanitation disaggregated by sex</li> <li>- Percentage of locality's population with access to decent housing disaggregated by sex</li> <li>- Percentage of locality's population with access to affordable and safe transport disaggregated by sex</li> </ul>	<p>7.1.1 Proportion of population with access to electricity</p> <p>7.1.2 Proportion of population with primary reliance on clean fuels and technology</p> <p>11.1.1 Proportion of urban population living in slums, informal settlements or inadequate housing</p> <p>11.2.1 Proportion of population that has convenient access to public transport, by gender, age and persons with disabilities</p>

Expected gender-responsive outcomes		Potential gender-responsive indicators	Selected SDG indicator
5.	<b>Land rights and ownership<sup>7</sup></b>	<ul style="list-style-type: none"> <li>- Legislation contains provisions for mandatory joint titling of land for both men and women</li> <li>- Legal provisions for equal rights to land</li> <li>- Proportion of women with land registered or co-registered in their name</li> <li>- Average size of land owned by women and men</li> <li>- Percentage of women and men with knowledge of land rights</li> <li>- Access by both men and women to land titling programmes</li> </ul>	<p>5.a.1 (a) Proportion of total agricultural population with ownership or secure rights over agricultural land, by gender; and (b) share of women among owners or rights-bearers of agricultural land, by type of tenure</p> <p>5.a.2 Proportion of countries where the legal framework (including customary law) guarantees women's equal rights to land ownership and/or control</p> <p>1.4.2 Proportion of the total adult population with secure tenure rights of land, with legally recognized documentation and who receive their rights to land as secure, by gender and by type of tenure</p>
6.	<b>Gender-responsive resource allocation</b>	<ul style="list-style-type: none"> <li>- Percentage of women's and men's daily time use in productive activities</li> </ul>	<p>1.b.1 Proportion of government recurrent and capital spending to sectors that disproportionately benefit women, the poor and vulnerable groups</p> <p>4.5.1 Parity indices (female/male; rural/urban; bottom/top wealth quintiles and others such as disability status, indigenous peoples and conflict affected, as data may become available)</p>
7.	<b>Structure of the economy</b>	<ul style="list-style-type: none"> <li>- Percentage of women in the locality in manufacturing employment</li> <li>- Percentage of small-scale firms owned and run by women</li> <li>- Percentage of women-owned small-scale industries receiving a loan in the past year</li> </ul>	<p>8.3.1 Proportion of informal employment in non-agriculture employment, by gender</p> <p>9.2.2 Manufacturing employment as a proportion of total employment</p> <p>9.3.1 Proportion of small-scale industries in total industry value added</p> <p>9.3.2 Proportion of small-scale industries with a loan or line of credit</p>



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7 Consistent with the Voluntary Guidelines on the Responsible Governance of Tenure of Land, Fisheries and Forests in the Context of National Food Security. See: [fao.org/3/i2801e/i2801e.pdf](http://fao.org/3/i2801e/i2801e.pdf).

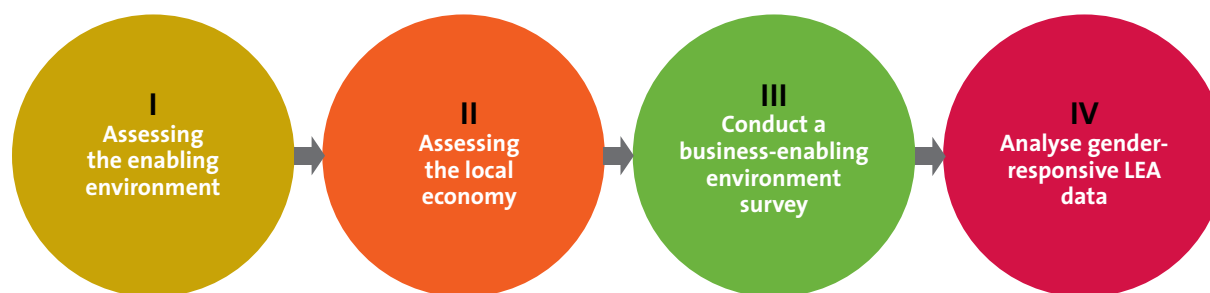


## Stage 2: Conducting a gender-responsive LEA

Conducting a gender-responsive LEA requires a systematic and clearly thought-out strategy to ensure that it yields actionable information to inform local planning. This information must be accurate, precise

and clear enough to form the basis for decision-making. Four steps guide the strategic process of planning, conducting and managing the outcomes of a gender-responsive LEA, as summarized in Figure 5.

**Figure 5: Activities under Stage 2**



A gender-responsive LEA involves collecting different quantitative and qualitative data from various sources. Fieldwork and participatory processes will gather new insights, perspectives and ideas that will influence eventual findings and recommendations. All diagnostic tools used for the assessment must allow sex-disaggregated data to be collected, analysed and communicated to stakeholders who will develop the local economic development plan.

Data collection approaches include:

- Desk research (develop essential background information and insights to support the participatory phases of the assessment, and consider how gender-responsiveness is mainstreamed in various written products);
- Labour market analysis;
- Statistical data analysis (national, regional, local);
- Questionnaires and surveys (local, enabling environment and business attitude surveys);
- Structured/unstructured interviews and focus groups (face-to-face, group discussions);
- Key informant interviews/face-to-face interviews;

- Direct observations (support and triangulate findings from other methods, or reveal new details or questions); and
- Case studies.

Several participatory approaches can interrogate different themes relevant to gender-responsive development. These include:

- a) **SWOT analysis** of the potential strengths, weaknesses, opportunities and threats of the local economy. This can develop understanding of different issues that enable or hinder development and its level of gender-responsiveness.
- Strengths (local assets) of the economy relate to: competitive wage rates, a skilled female workforce, gender-responsive budgeting, educational and research institutions in the locality, a safe locality, productive existing firms, proximity to raw materials or other natural resources, the investment climate, the availability of local subsidies for business, the rule of law, the ease of business registration, the presence of active representation, access or proximity to major transport routes, etc.

- Weaknesses (obstacles to growth): These can include worsening poverty, barriers to female participation, complex or discriminatory local regulatory procedures, inadequate infrastructure, limited access to credit, health issues affecting the workforce, crime, distance from neighbouring markets, poor climate, harmful cultural traditions, etc.
- Opportunities (favourable external conditions): These relate to access to new technologies, new international trade arrangements, discovery of new natural resources, youthful population, macroeconomic/political developments, expanding markets, an emerging skilled workforce, etc.
- Threats (unfavourable external trends): These may involve rapid demographic changes,

emerging negative social norms and practices, downsizing of global business or loss of markets resulting in local plant closure, outmigration and loss of educated population to other areas, inability to access and control resources and benefits, unplanned inward migration, climate change, increasing poverty, etc.

**b) Stakeholders' workshop:** This can validate findings, formulate recommendations in a participatory process, solicit feedback from stakeholders, and informally survey stakeholders on the resources and capacities needed to implement recommendations. Workshops can be organized to gather data, almost like a very large focus group. They can introduce the gender-responsive assessment methodology; guide women's groups through

## BOX 5: CONDUCTING FOCUS GROUP DISCUSSIONS

Focus groups produce large amounts of data. The "art" is in converting data to information and knowledge. Analysis entails grouping respondents' answers to each question. Information from each set of answers is labelled, and analysed in terms of the research objectives. Written transcriptions (of interviews or word-for-word quotes) are the starting point for analysis.

**Data grouping:** Group answers from all interviews to each question. For each question, what do respondents say?

**Information labels:** What does each group of answers describe? Organize and classify answers into categories. Label each group of answers.

**Knowledge (findings):** How does the information answer the needs for a gender-responsive LEA

Key questions to ask include

- What theories of gender-responsive local economic development are emerging?
- What do the emerging narratives add to what we already know?
- What have we discovered based on interactions with stakeholders and key informants in terms of the local economy, the gender-responsive environment, etc.?
- Does the knowledge confirm/dispute something we already knew? How does this knowledge change our perspective on the locality and its inclusion of gender in local development processes?
- What are the major emerging themes and how do these relate to gender-responsive dimensions under assessment?
- What insights have we gained?
- Is the locality "gender-responsive" ready?



rapid value chain mapping exercises; discuss women's and men's roles, relationships, power dynamics, access to resources and opportunities, and distribution of benefits; and discuss institutional practices, activities, achievements, gaps and challenges in integrating gender into local economic development.

**c) Focus group discussions:** These will be conducted once common concerns have been identified and need further examination (Box 5). For example, a common problem may be that businesspeople are experiencing skill shortages in certain areas. A "skills need" focus group could be set up to include major businesses, the LEA team, and local providers of vocational and higher education.

**d) Key informant interviews:** These are an important research tool for business environment surveys. They should canvas major actors who can provide

insights into the business environment and women's participation. They may include leading women business entrepreneurs, leaders of local women's leagues, NGO practitioners, donors, representatives of financial institutions, leaders of a local chamber of commerce, etc. (Box 6). Insights gleaned from the desk review and formal and informal consultations with key informants will help to identify additional potential key informants.

**e) Structured interviews.** The interviewer (or interview team) follows a precise protocol, asking only a set of predetermined questions, without follow-up questions or observations. This type of interview is used most often by quantitative researchers, and is particularly appropriate when looking for very specific information. It keeps the data concise and reduces researcher bias, but it also can be limiting because it does not allow an expanded discussion.

## BOX 6: KEY INFORMANT INTERVIEWS

Data from key informant interviews are mostly unstructured thoughts and stream-of-consciousness comments from interviewees. After the interview, some structure should be given to the data. This requires several steps: Read over your notes for each question and highlight key issues (e.g., "more aware", "other options", "improvement").

- If there are particularly insightful or remarkable comments, make note of the entire comment (e.g., "Before, I couldn't save 10,000 shillings a week, but I opened my own business last month").
- Make a list of the key words/issues raised for each question.
- Number each interviewee (1, 2, 3...) and for each key issue the interviewee raised, put their number next to that issue. This will aid in expediting analysis of general comments by letting you know how many people share a similar opinion.

Example of matching interviewee to key issues raised on a survey question

Key issue	Interviewer number
Opened a business	1, 2
Challenge with paying taxes for his/her local business	3
Household chores make it hard to attend meetings	2, 4, 5
Involved in a women's saving and cooperative group	6, 3

Key issues will be reported using key words such as many, several, few, majority, etc. It is important to be consistent with these terms. For example, if five people thought cost was too high, this number can be referred to as "several". These responses are relative to the number of interviewees and can be determined after all interviews have been conducted.



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**f) Semi-structured interviews:** The interviewer (or interview team) follows predetermined questions but has some room to ask for clarification or additional information.

**g) Unstructured interviews:** The interviewer loosely follows a checklist, but the interaction is closer to a discussion than an interview. This allows for a more laid-back exchange, but also reduces the scope for comparison between different informants. Semi-structured interviews are generally preferred for this type of exercise, but interview techniques should be selected based on those most conducive to a good outcome for analysis.

The methods outlined here can be used for three sub-assessments that inform the core of a gender-responsive LEA. These sub-assessments are:

- a) Assessing the enabling environment
- b) Assessing the local economy
- c) Assessing the business environment

### Step 1: Assess the enabling environment

Gender equality and women's economic empowerment depend heavily on access to resources governed by social and institutional frameworks that determine how they are distributed and used. An enabling environment will facilitate women's access to information, credit, training and technology;

support better incomes and improved work conditions; increase women's participation in high-value economic activities and decision-making; discourage discriminatory practices; and bolster social protection and other safety nets for women workers.

More specifically, an enabling environment is a set of interrelated conditions that allow people to engage in development processes in a sustained and effective manner. Conditions may be legal, organizational, financial, informational, political and/or cultural, among others. In the context of a local economy, a gender-responsive enabling environment fosters gender-equitable economic development. Assessing the main factors that help and hinder gender-responsiveness can start by considering questions such as:

- Is the national policy framework aligned to international commitments on gender equality? For example, has the country ratified the Convention on the Elimination of All Forms of Discrimination against Women (CEDAW)?
- What is the country's commitment in relation to the SDGs and SDG 5 on gender equality?
- How are gender concerns reflected in national policies or strategies?
- What are the structural enablers/hindrances to gender-inclusive local economic development?
- What are the existing regulatory and legal instruments and issues affecting women's enterprises, asset ownership and related cultural imperatives?
- What is the level of access by vulnerable groups (e.g., ethnic minorities, immigrants, landless people) to business development services, skills and training?

When assessing an enabling environment, there are numerous factors to consider. These can be clustered into broad themes capturing the full range of issues involved in gender-responsive local economic development, as shown in Figure 6. A comprehensive analysis of an enabling environment can draw on the methods outlined above.

**Figure 6: Framework of factors for a gender-responsive enabling environment**



### Step 2: Assess the local economy

Assessing a local economy identifies critical issues affecting prospects for economic growth, including development opportunities and needs. Quantitative and qualitative information define these issues, and can help establish benchmarks for monitoring progress. Some core elements include (see Table 3 for more details by theme):

- Local economic conditions, such as employment and unemployment, and fiscal well-being measured by tax rates and taxing capacity.
- Current economic activity, including the number of firms, their industry type, size, age, location, wage

levels and amount of new investment. The assessment should determine major economic sectors and their growth, and how they compare with trends in the wider region and nation. This process can pinpoint which local sectors are growing faster and slower than other areas, and identify the most important industries in key sectors.

- Future trends and developments, such as legislation or changes in economic structure that may have an impact on the local community.
- Community attributes, such as the size of the labour market, wage rates, market size, market growth rates, land and building availability, and community amenities affecting quality of life.

- Development capacity, including local public and private resources and institutions to administer specific economic development projects and programmes.

A good local economic assessment is comprehensive and useful in informing economic goals and strategies. It is easy to become overwhelmed by data collection and analysis, however. The objective is not to collect and analyse the most information, but to collect and

analyse the right information. Efforts should concentrate on identifying and understanding major drivers of the local economy.

Keep in mind that a local economic assessment is only a snapshot of a local economy. Communities and their economies are dynamic, changing constantly. The structure of an economy tomorrow will not necessarily resemble its structure today. See also Box 7.

### BOX 7: GAINING A FULLER UNDERSTANDING

One challenge is that economic and political boundaries often do not align perfectly; there may be no set definition of what constitutes an economic region. Most economic regions extend beyond the political jurisdictions of a village, town or city. To gather a full understanding of the economic environment, it will be necessary to consider a community's local and regional setting. Areas of assessment might include:

- Region-wide analysis looking at broader economic trends such as business concentrations in the area, population, employment and unemployment trends.
- City-/town-wide analysis considering factors specific to the locality, such as income, new business starts, population, employment and unemployment trends.
- Subcity analysis of major areas within a city such as the central business areas as well as smaller ones such as neighbourhoods.

**Table 3: Major themes in assessing the local economy**

Analysis	
<b>Demographic analysis</b>	<ul style="list-style-type: none"> <li>- Population size of the locality</li> <li>- Characteristics of the population (female/male, growth rate compared to national average, migration patterns, ageing, etc.)</li> <li>- Population composition by age, race, ethnicity, national origin and other relevant social determinants</li> <li>- Stability of residency/residence status (migrants, refugees)</li> <li>- Education level categories (using the International Standard Classification of Education)</li> <li>- Employment status (total and disaggregated by gender)</li> <li>- Labour force participation rate and size (variations across age, race, sex)</li> <li>- Unemployment rates/status (total and disaggregated by sex)</li> <li>- Employment by industry and occupation (formal and informal)</li> <li>- Income levels and sources of income</li> <li>- Extent of self-employment</li> <li>- Number of women-owned businesses</li> <li>- Trends of business performance over time and compared to other neighbouring areas/regions</li> </ul>
<b>Constraints analysis (Tool 5 in Annex 1)</b>	This tool analyses different constraints affecting women's participation in the local economy, such as infrastructure bottlenecks, social practices and other issues.

<b>Shift share analysis (Tool 6 in Annex 1)</b>	<p>This tool can help develop understanding of the dynamics of the local labour market, and assess the extent to which employment and gender in the local economy reflect national trends. It can be used for analysing and forecasting regional changes in employment to find out why women's employment may not have increased as fast as men's. The tool can also highlight key themes for further analysis, for example, by exploring questions such as: Are women concentrated mainly in slowly growing or declining industries with limited opportunities for more employment, or was there a decrease in their share of employment in the industries in which they were employed? Shift-share analysis is a useful tool for overcoming the challenge of separating local and national effects on current regional employment trends.</p>
<b>Location quotient analysis (Tool 7 in Annex 1)</b>	<p>The location quotient is an economic development tool that identifies basic and non-basic industries. Basic or export industries are those that draw revenue into the economy from outside its borders. Non-basic or import industries are industries that serve the needs of the local population and businesses. While the location quotient as described above has been useful for local development practitioners around the world, the fact that it uses aggregate employment numbers has prevented gender analysis. A clear decomposition of the location quotient is warranted to allow more robust analysis of gendered patterns of both national and local employment. Conducting such analysis assumes the availability of sex-disaggregated employment data by Standard Industrial Classification (SIC) sectors.</p>
<b>Economic structure analysis</b>	<ul style="list-style-type: none"> <li>- What is the composition (male/female) of employment by sector?</li> <li>- What is the composition (male/female) of employment by industry? By formal and informal sector? By seasonal and part-time jobs?</li> <li>- What are the contributions to family businesses of women and of men in unpaid labour as contributing family workers?</li> <li>- What is the largest source of jobs in the locality?</li> <li>- What proportion of the main jobs are filled by women?</li> <li>- What is the average wage of the largest sources of jobs in the locality? What is the gender pay gap? Are there differences in access to social protection, health and other benefits by women and men workers?</li> <li>- What are the growing/declining industries in the local economy?</li> <li>- What is the participation of women in these growing/declining industries?</li> <li>- How does the composition of growth in the local economy compare to other economies in the region?</li> <li>- What is the occupational composition (male /female) of the locality's largest and growing sectors?</li> <li>- What are the industry concentrations in the locality?</li> <li>- What is the contribution of women and men in these industry concentrations?</li> <li>- Are men and women involved in specific value chains within local industry? In which stages of the value chain (e.g., as employers or as business managers)?</li> <li>- Number and sizes of women-owned businesses, broken down by sector</li> <li>- Number of full-time equivalent employees, in time series, if possible</li> <li>- Number of gender-responsive sole proprietor businesses within value chains</li> <li>- Number and type of recent (e.g., last 10 years) business closures by size, sector and date</li> <li>- Number of inward investments, foreign and domestic, by employee size, sector and date</li> <li>- Number of new business start-ups by women and men, by size, sector/activity and longevity</li> <li>- Number of companies that export/to where/what, by sector and company size</li> <li>- Number of cooperatives/associations, number of members, percentage of members and of leaders who are women/men</li> <li>- Top 50 (or so) companies by size, employment and/or turnover, by sector and named</li> <li>- Business tax income</li> <li>- Rental/purchase costs for vacant industrial and service units, by time series, size, groupings</li> <li>- Vacancy rates of industrial and commercial space by size, location, absorption rates</li> <li>- Port/airport/rail cargo/passenger statistics</li> <li>- Estimated number of informal businesses, type of sector, employee number, location, etc.</li> </ul>

<b>Economic performance analysis</b>	<ul style="list-style-type: none"> <li>- How is the locality's economy performing relative to the region?</li> <li>- How is the locality's economy performing relative to the country?</li> <li>- How is it participating in and benefiting from the regional economy?</li> <li>- What forward and backward linkages does the local economy have with the region?</li> <li>- In what sector(s) does the locality have a comparative advantage?</li> <li>- What is the contribution of women in those sectors?</li> <li>- What value chains does the locality have?</li> <li>- What is the poverty rate in the locality (disaggregated by gender)?</li> <li>- How many firms are created per year?</li> <li>- What percentage of new firms are owned by women?</li> <li>- How many firms close down per year?</li> <li>- What percentage of new firms that close are owned by women?</li> <li>- What are the trends in firm growth over time?</li> <li>- What are the characteristics and relevance of family firms/businesses in the locality (e.g., are family firms mostly subsistence or market oriented, full time or part time, in which sectors are they involved)?</li> </ul>
<b>Education and training system assessment</b>	<ul style="list-style-type: none"> <li>- Which are the key institutions and providers of education in the locality?</li> <li>- What training is provided (levels based on the International Standard Classification of Education)?</li> <li>- Who is served including disaggregated by sex in enrolment? Do people from outside the locality benefit from the local education system?</li> <li>- What are the formal and informal education systems?</li> <li>- How is the business sector linked with the education system?</li> <li>- How well do programmes in the education system meet industry demand?</li> <li>- What is the level of vocational education, and what are available skill types?</li> <li>- How many women are in vocational education or other skilling programmes?</li> <li>- What are the challenges of the education and training system?</li> <li>- What are educational attainment levels by numbers and types, and compared to national figures?</li> <li>- What are the numbers, types and age groups of technically qualified individuals and those going through training programmes?</li> </ul>
<b>Infrastructure information on the status of transportation, gas, water, electricity and wastewater provision, with a focus on economic areas</b>	<ul style="list-style-type: none"> <li>- What is the condition of water, electricity, other energy sources and waste provision in the locality?</li> <li>- What is the status of the provision of land, real estate/office space for economic development activities (including markets) and community-based development?</li> <li>- What is the availability and quality of roads and other transport modalities to the nearest/major markets?</li> <li>- How does the provision of social services impact women's participation in the local economy?</li> </ul>
<b>Regional and national information on what is happening in other areas that impact the locality</b>	<ul style="list-style-type: none"> <li>What are neighbouring localities doing in terms of local economic development?</li> <li>How are neighbours competing?</li> <li>How are they collaborating, and how could they collaborate?</li> <li>What is happening at the national level?</li> <li>What opportunities are available through the national government?</li> <li>What major international/global trends impact the local area?</li> <li>What opportunities and threats are presented by the national/local government?</li> </ul>

### Step 3: Conduct a business-enabling environment survey

The business-enabling environment survey should be undertaken in close collaboration with the local business community.<sup>8</sup> It will help determine available opportunities for women-owned enterprises as well as women in formal and informal employment

have relocated out of or into the area and the reasons why; typical businesses owned by women and why; whether or not local authorities support the local business community; the range and number of agencies to assist women's business development; the state of labour relations and availability of programmes geared towards female labour; the range of local regulations that impact businesses; and the costs of

#### BOX 8: OBJECTIVES OF THE BUSINESS ENVIRONMENT SURVEY

- Find out about individual businesses, how long they have been established, their level of gender-responsiveness, the number of employees by sex, pay equality, access to skills development, the percentages of men and women in senior positions, industries by sector, products produced, exports, gender-responsiveness and equity in supply chains, and any explicit commitments to gender equity in employment.
- Establish what the business community thinks are major strengths, weaknesses, opportunities and threats from a gender perspective, for example, equitable access to opportunities, levels of discrimination, cultural attitudes to employment and participation, opportunities for caregiving, lack of safe spaces and poor infrastructure.
- Define problems faced by businesses when dealing with local authorities and other tiers of government.
- Determine what needs businesses have, what ideas they can bring to the local economic development agenda, and how can they better support gender equality and equitable economic empowerment.
- Establish contact with local businesses (formal and informal) including women-owned business (micro, small and medium) to ensure that an ongoing business relationship is formed with the LEA team.

To understand how the local environment affects business performance, the survey should capture information about individual businesses, how long they have been established, the number of employees, skills, products produced, exports and supply chains. It should explore the particular challenges of women entrepreneurs and/or any opportunities accessible to them. It may also consider problems faced by businesses when interacting with local governments and/or other tiers of government.

Critical issues include why businesses in the locality succeed or fail; the types of businesses that exist or

doing business (see also Box 8). Surveys should be augmented by focus groups once common concerns have been identified and need further examination.

Key information gathered in this survey will cover:

##### *a) Employment outcomes*

- What is the national unemployment rate?
- What is the local unemployment rate?
- How is employment distributed in the formal sector?
- How is employment distributed in the informal sector?
- What percentage of employees are full-time workers?

<sup>8</sup> The gender-responsive LEA team should make deliberate assurances to the business community that the information collected is for generating gender-responsive evidence and not for any other purpose, e.g., taxation.



- What percentage of employees are part-time workers?
- What is the total number of full-time equivalent employees in the locality?
- What is the main sector of employment in the locality (refer to the international classification of sectors)?
- What are the main sectors of employment for women?
- What are the main decent work deficits for women and men?
- What are the main sectors of employment for men?
- What is the average weekly income for full-time employees?
- What are the main challenges in formal employment for both sexes?
- How have employment patterns changed over time?
- What is the percentage of women working in sectors with potential for growth?

#### *b) Informal/subsistence economy*

- What are the main challenges faced in the subsistence economy (e.g., poor access to markets and business development services, lack of land, access to social services)?
- In which economic activities are people in the subsistent/informal economy involved?
- What is the proportion of women involved in the subsistence economy?
- What links are there between the subsistence economy and the local formal economy?
- What is the level of participation of marginalized groups in the subsistence economy/activities (e.g., ethnic minorities, migrants, internally displaced peoples)?

#### *c) Regional and national economy*

- Are there particular barriers limiting women and men from engaging in other markets (e.g., in cross-border trade)?
- What is the volume of trade (goods and services) between the locality and neighbouring regions/localities?
- What proportion of the trade is contributed by women-owned enterprises (see also Box 9)?
- What interdependencies do the local economy (or its peoples) have with neighbouring regions/localities?
- What opportunities are available for women-owned and men-owned enterprises to participate in trade with regional markets?
- What is the contribution of the locality's economy to national GDP?
- What is the number of manufacturing/industry jobs in the locality/region?
- What is the total number of jobs in the locality?
- What is the number of manufacturing/industry jobs in country?
- What is the total number of jobs in the country?
- What has been the growth/decline in the rate of national employment over the last 10 years?
- What has been the growth/decline in the rate of employment in the locality in manufacturing/industry over the last 10 years?
- How many manufacturing/industry jobs were there in year 1 and year 10 over the last decade?

#### *d) Legal and institutional frameworks*

- What are the existing/proposed regulations/procedures that affect businesses?
- What specific challenges do women-owned/men-owned businesses face when dealing with local authorities and national authorities?



## BOX 9: WHAT ARE WOMEN'S ENTERPRISES?

Definitions of “women’s” enterprise vary. Typically, sex ratios in terms of business registration, ownership, shareholding and management are used as criteria, sometimes in combination with the sex ratio among employees.

Obtaining data on women’s enterprises is often very difficult. Simavi, Manuel and Blackden (2010) note that: (i) data from state registers do not always include the sex of the business owner, and if they do, they are often outdated; and (ii) in some cases, companies are required to have a minimum of two shareholders and directors. In the case of a family enterprise, a wife may be a shareholder on paper but may not necessarily have control over the business.

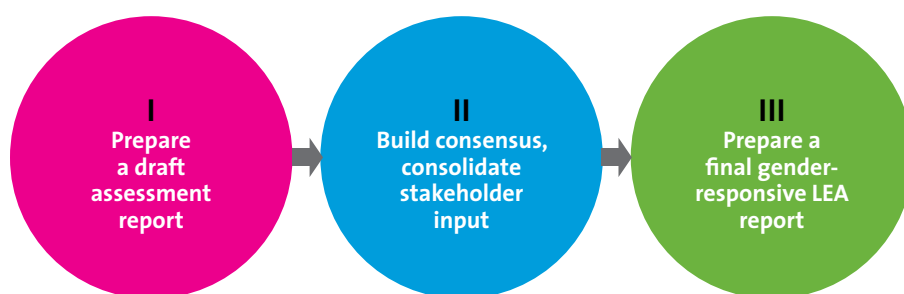
- Is the national policy framework aligned to international commitments on gender equality (e.g., CEDAW)?
- How are gender concerns reflected in national/ regional/local policies or strategies?
- Are specific measures to promote women’s empowerment and equal opportunities envisaged in the policies’ implementation plans?
- Is there a ministry responsible for the promotion of gender equality or women’s empowerment?

### Step 4: Analyse gender-responsive LEA data

The use of different data collection methods requires triangulation, organization, comparison and synthesis of information and data derived from all of these. Data should be organized in a manner that can clearly communicate assessment outcomes, and indicate emerging narratives around gender imperatives and local economic development.

After undertaking data collection and analysis, it is important to identify and prioritize the key results and findings. Stage 3 has three steps (Figure 7).

Figure 7: Activities under Stage 3



### Stage 3: Embedding gender-responsive LEA findings into the existing local economic development framework

#### Step 1: Prepare a draft assessment report

At this stage, issues emerging from data analysis are consolidated and analysed in a draft gender-responsive assessment report. It should provide a comprehensive synthesis of insights on the gender-responsiveness of the locality as well as the extent to which the local economic development strategy adequately responds to gender dimensions indicated by the assessment.

The report should highlight the main problems/barriers that limit gender responsiveness as well as the inclusion of marginal groups (e.g., ethnic minorities, internally displaced persons, the elderly, migrants). It should detail potential opportunities, the specific challenges and strategic strengths of the local economy, and gender-responsive priorities from a regional and national perspective. Some key issues might include aspects of women's employment, an appraisal of the local political economy, how the business environment either fosters or impedes inclusion, investment by marginal groups, and the growth of small and medium enterprises.

#### Step 2: Build consensus, consolidate stakeholder input

The draft assessment report should be presented to stakeholders to gather their inputs and build ownership. This process should elicit different views and opinions, and look for areas of consensus, including on perceptions of community identity, and future trends and issues for gender-responsive local economic development. Agreement on the locality's comparative advantage, based on clear evidence, should be underlined. To the greatest extent possible, stakeholders need to lead the visioning of what they think gender-responsive development should look like for their locality, and the priorities for realizing it.

Most importantly, those developing the local economic development strategy for the locality need to be part of the discussion to ensure that issues identified in the assessment become integral to the strategy. The gender-responsive LEA should inform the strategy's vision, goals and objectives as well as the design of programmes and projects that will maximize strengths, address weaknesses, take advantage of opportunities and mitigate threats.

After a consolidation of views from the draft report and the development of consensus, earlier surveys, secondary data sources, etc. can be revisited for any gaps (or updates). In addition, efforts can be made to further fine-tune data (for instance, data that were not disaggregated). The assessment team should determine which important additional data are still missing and whether they are critical to inform gender-responsive local economic development.

#### Step 3: Prepare a final gender-responsive LEA report

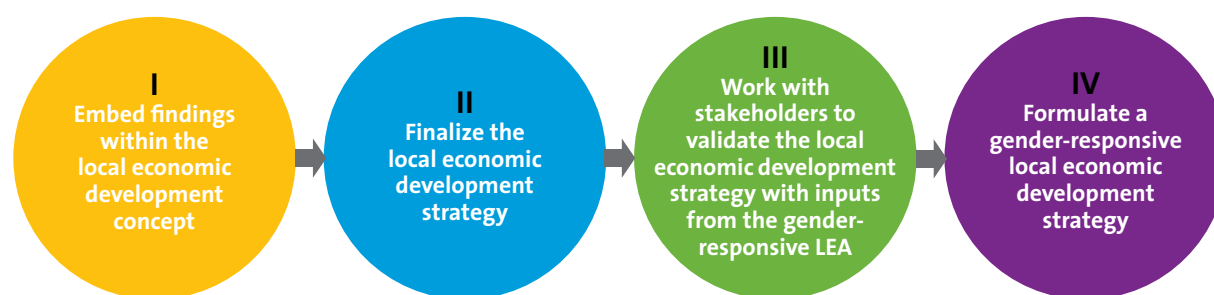
This final gender-responsive LEA report provides a summary of findings on the locality's gender-responsive environment, the opportunities available to women and key recommendations compiled from the stakeholders. The report should be easy to read and understand by a range of stakeholders with different experiences, expertise and backgrounds. It should include charts, graphics and where possible pictures to visualize priority issues. Quotations from fieldwork participants and informants can be useful to add individual voices to the underlying narratives. The assessment team should make several reviews of the report after all stakeholders' comments have been compiled.

## Stage 4: Formulating the local economic development strategy

In Stage 4, the local economic development team can rationalize what can be included in the final local economic development strategy from the findings and recommendations of the gender-responsive LEA. This process normally takes place at a stakeholder consultation to develop a local economic development strategy.

Usually, a strategy will have a 3-, 5- or 10-year time-frame so that results can be achieved and measured over a longer period. A specific timeframe will also make the strategy more realistic. Stage 4 has three steps as shown in Figure 8.

**Figure 8: Activities under Stage 4**



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### Step 1: Embed findings within the local economic development strategy

After finalizing and adopting the findings, and determining a vision, goals and objectives from the gender-responsive assessment, the findings should be integrated<sup>9</sup> within the local economic development strategy.

Key gender-responsive programmes integrated in the local economic development strategy will help realize the locality's economic development vision and objectives, while responding to gender issues that emerged from the analysis. The assessment team should guide the LED team of the locality to agree on priority objectives and programmes, factoring in gaps and opportunities. The gender-responsive indicators generated earlier can provide some sense of which programmes need to be prioritized. Other considerations are:

- a) Will the proposed intervention have substantial impact?
- b) Will the intervention be a catalyst for change?
- c) Is the intervention consistent with other strategic frameworks, e.g., the local economic development strategy, the national development plan, the SDGs, and other planning frameworks?
- d) Will the intervention allow scaling up?
- e) Are national and international resources available to scale up?
- f) Could this action be placed on the country's policy agenda?

<sup>9</sup> Refers to formalizing the gender-responsive findings and recommendations within the locality's local economic development strategy through institutional commitments and policy reforms.

### Step 2: Finalize the local economic development strategy

The final local economic development strategy should include key findings from the gender-responsive local economic assessment. Local economic development planners involved at the beginning of the assessment (Stage 1) should now identify programmes and projects that represent quick wins or can readily demonstrate the value of a gender-responsive agenda in the local development process. At the same time, realizing the full participation of women in local economic development may require a sustained process of overcoming deeply entrenched discriminatory attitudes and challenging unequal power structures that marginalize women in decision-making.

### Step 3: Work with stakeholders to validate the final local economic development strategy with inputs from the gender-responsive LEA

At this stage, key stakeholders are introduced to the final local economic development approach with inputs from the gender-responsive LEA. The assessment team should ensure that all issues raised in the validation workshop are addressed. If there are any emerging issues, these should also be embedded if possible or catalogued for inclusion in either a final review or future local economic development frameworks. The objective at this stage is to generate across-the-board consensus on all major findings of the gender-responsive LEA report.

### Step 4: Formulate a gender-responsive local economic development strategy

Some critical questions can guide the formulation of the strategy and further ensure that the gender-responsive LEA findings inform local economic development (Box 10). Once these have been addressed, finalizing the strategy can commence.

### **BOX 10: QUESTIONS FOR THE LOCAL ECONOMIC DEVELOPMENT STRATEGY**

- Does the local economic development strategy clearly state gender-responsive goals, objectives and outcomes?
- Do the planned activities match the gender issues and gender-responsive goals identified in the different assessments (local economic, business environment, enabling environment)?
- Are targets disaggregated by gender when appropriate?
- In the long run, will the strategy have a positive or a negative impact on women's socioeconomic status and empowerment?
- Does the strategy include indicators disaggregated by sex?
- Are the strategy's indicators adequate to measure gender-responsive outcomes?
- Are budget allocations appropriate for gender equality/gender mainstreaming?
- Does the strategy build on the initiatives of other organizations in the locality aimed at promoting gender responsiveness?

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## ANNEX 1: TOOLS FOR A GENDER- RESPONSIVE LEA

### Tool 1: Gender-sensitive value chain analysis<sup>10</sup>

Identify the value chain through questions such as the following.

- Is the share of women involved in the value chain relatively high?
- Are there many female entrepreneurs already active along the value chain?
- What is the average size of existing women-led enterprises? Are they formal or informal businesses?
- Does the value chain offer new employment or entrepreneurial opportunities for women? In which specific functions/nodes? Throughout the chain?
- Do women usually own and control equipment and assets used in their work?

- Do women have (or can they acquire easily) the skills needed to scale up their businesses, for example through processing or product diversification?
- Do women usually control the income earned through their business/economic activity?
- Can the work be performed close to home? Do workers have to travel far from their household/community?
- Is this a value chain with low entry barriers for poor entrepreneurs (small-scale production, low start-up costs, few required technological skills)?
- Is this a value chain with low entry barriers for women in particular? Is the work compatible with women's common time and mobility constraints? Is the activity or business acceptable for women according to prevailing cultural norms?

The guiding questions can be used to discuss the characteristics and potential of value chains with stakeholders and key informants. If a quantitative approach is preferred, the questions can also be accompanied by a scoring matrix to weigh and score value chains against each set of criteria.<sup>11</sup>

<sup>10</sup> FAO 2016.

<sup>11</sup> See: [www.ilo.org/wcmsp5/groups/public/---ed\\_emp/---emp\\_ent/documents/instructionalmaterial/wcms\\_416392.pdf](http://www.ilo.org/wcmsp5/groups/public/---ed_emp/---emp_ent/documents/instructionalmaterial/wcms_416392.pdf).







## Tool 2: Mobility maps<sup>12</sup>

Mobility mapping is a visual representation of people's movements within and outside their community. The tool can identify issues and problems related to socially differentiated mobility and access to resources (such as land, water, health, education, information, capital and decision-making). Mapping can show the economic, social, and political causes and impacts of socially differentiated mobility on gender-responsive local economic development. The approach is a general example that can be adapted to suit the local context, views of local analysts and the research objectives.

**Step 1:** Select local analysts. Identify the groups of people to talk to about mobility issues. These decisions will be based on the depth of information required by the gender-responsive assessment. At a basic level, it might be necessary to have separate groups by gender because women and men might perceive the importance and relevance of institutions in different ways.

**Step 2:** Provide introductions and explanations. When working with each group, the facilitator should begin by introducing themselves and carefully explaining the objectives of the discussion.

**Step 3:** Produce a mobility map. Select participants to draw a map of all the places within and outside the community that they visit. These places could be names of other towns or where services are available (such as a well, market, school, rural health centre, and so on).

**Step 4:** Analyse the mobility map. After the map has been completed, it can be used while conducting semi-structured interviews on topics of interest and for enabling the participants to conduct their own discussions and analysis. For example, key questions to highlight might include: What types of transport are used for certain journeys, especially for those to places that are farther away? What are the economic, social and political causes and impacts of mobility patterns?

<sup>12</sup> Available at: [http://siteresources.worldbank.org/EXTTOPPSISOU/Resources/1424002-1185304794278/4026035-1185375653056/4028835-1185375938992/3\\_Mobility\\_mapping.pdf](http://siteresources.worldbank.org/EXTTOPPSISOU/Resources/1424002-1185304794278/4026035-1185375653056/4028835-1185375938992/3_Mobility_mapping.pdf)

**Step 5:** Conclude the activity. Check that the participants know how the information will be used. Ask the participants to reflect on the advantages, disadvantages and analytical potential of the tool.

Expected results: A mapping showing the economic, social, and political causes and impacts of socially differentiated mobility.

## Tool 3: Appreciative inquiry

**Step 1:** The facilitator should help the focus group to identify a challenge that is inhibiting gender-responsive local economic development. This challenge can be social, economic, structural, etc. The facilitator should then challenge the group to think of what they appreciate or value in their locality (despite the challenge identified). They can discuss the best of “what is”. This should be properly documented.

**Step 2:** The group should then discuss the possible causes of the challenge (mentioned in Step 1 above). The group should then envision “what might be”, i.e., what are the possibilities or opportunities that exist within the locality despite the causes of the challenge identified?

**Step 3:** The group should then discuss possible solutions to the challenge. This dialogue is essentially informed by a “what should be” approach that seeks to identify ideal conditions that the group is sure are necessary for gender-responsive local economic development.

**Step 4:** The group can then discuss changes in the local economy from implementing a gender-responsive LEA.

## Tool 4: Case studies<sup>13</sup>

Case studies are one of the key components in a gender-responsive LEA. They are a valuable method to test processes and anticipated outcomes. They help contextualize findings and lend voice to the emerging recommendations of the assessment. Different case studies may be:

<sup>13</sup> See: <https://cfc-swc.gc.ca/gba-accs/toolkit-trousse-en.html>.

- Illustrative—depicting the contribution of gender-responsive development and its impact on a policy, programme or other initiative.
- Short—one or two pages to help shareholders to identify initial concerns associated with a particular initiative.
- Detailed—providing basic information related to a specific issue, outlining a task to be completed and including relevant supporting documentation.

### Tool 5: Constraints analysis<sup>14</sup>

There are three key steps to conducting a gender-responsive constraint analysis.

**Step 1:** Identify the condition of inequality. For example, unequal access to services or a delay in receiving care are inequalities that constrain gender-inclusive development

**Step 2:** Identify the gender-based factors that contribute to inequality. For instance, disparities between women's and men's control over resources needed to pay for transportation to get to care, or inequalities that impede women's capacity to decide and act on the decision to seek care. The constraint is articulated by linking the constraining factors to the outcome.

**Step 3:** Prioritize constraints that are most likely to affect gender-responsive outcomes, that are feasible to address within the mandate of the local authority, and that when addressed will contribute to greater gender equality.

**Step 4:** Develop indicators that measure the reduction in or removal of the constraint or women's empowerment relative to men's.

### Tool 6: Shift share analysis

To analyse employment growth at the local level, it is necessary to break down the increase into three components: the national share effect, the industry-mix effect and the local share effect.

- National share: This is the part of the change in total employment in a local economy that is due to the reference (national) economy's overall employment rate of growth. The national share effect for women is computed by assuming that female employment in industry *i* in the local economy grew at the same rate as female employment at the national level. Similarly, the effect for men is computed by assuming that male employment in industry *i* in the local economy grew at the same rate as male employment at the national level.
- Industry-mix: This is the additional gain (or loss) in local employment that would have occurred for a specific industry due to the industry growing faster (or slower) in the reference economy than the rate of all industries combined. For instance, the female industry mix is calculated by assuming that female employment in industry *i* in the local economy is growing at the same rate as female employment in industry *i* at the national level. Similarly, the male industry mix is calculated by assuming that male employment in industry *i* in the local economy is growing at the same rate as male employment in industry *A* at the national level
- Local share: This is the additional gain/loss of jobs in industry *i* in the local economy, when accounting also for the industry-mix and national share effects.

The above effects can be calculated with the following formulae:

Female employment:

- Let *f* be the rate of growth of total female employment at the national level.
- Let  $f_m$  be the rate of growth of female employment in manufacturing at the national level.
- Let  $E_L(f)$  be the total employment of women in the base year in manufacturing in the local economy.
- Let  $f_L$  be the growth rate of female employment in manufacturing in the local economy.

Then:

- The national share effect  $N = f - E_L(f)$

<sup>14</sup> See: <https://gender.jhpiego.org/analysistoolkit/constraints-analysis/>

- The industry-mix effect  $M=(f_M - f) E_L(f)$
- The local share effect  $L=(f_L - f_M) E_L(f)$
- The total effect for women will be:  

$$T(w)=N+M+L=f E_L(f)+(f_M - f) E_L(f)+(f_L - f_M) E_L(f)=f_L E_L(f)$$

#### Similarly, in looking at men:

Male employment:

- Let  $m$  be the rate of growth of total male employment at the national level.
- Let  $m_M$  be the rate of growth of male employment in manufacturing at the national level.
- Let  $E_L(m)$  be the total employment of men in the base year in manufacturing in the local economy.
- Let  $m_L$  be the growth rate of male employment in manufacturing in the local economy.

Then:

- The national share effect  $N=m E_L(m)$
- The industry-mix effect  $M=(m_M - m) E_L(m)$
- The local share effect  $L=(m_L - m_M) E_L(m)$
- The total effect for men will be:  

$$T(m)=N+M+L=m E_L(m)+(m_M - m) E_L(m)+(m_L - m_M) E_L(m)=m_L E_L(m)$$

These calculations show how using shift-share analysis can decompose the total effect on employment into three components: the national share, the industry-mix share and the local share.

Shift-share analysis in practice:

- Let  $f=8\%$  be the rate of growth of total female employment at the national level.
- Let  $f_M=3\%$  be the rate of growth of female employment in manufacturing at the national level.
- Let  $E_L(f)=1,000$  be the total employment of women in the base year in manufacturing in the local economy.
- Let  $f_L=-6\%$  be the growth rate of female employment in manufacturing in the local economy.

Then:

The national share effect  $N=f E_L(f)=(8\%)(1,000)=800$ , which means that female manufacturing employment in the local economy would have increased by 800 if local female manufacturing was growing at the same rate as total female employment at the national level. The industry-mix effect,  $M=(f_M - f) E_L(f)=(3\% - 8\%)(1,000)=-500$ , implies that local female manufacturing

employment would have declined by 500 employees if it had followed national manufacturing trends, because the manufacturing industry nationwide performed worse than the national economy overall.

The local share effect  $L=(f_L - f_M) E_L(f)=(-3\% - 6\%)(1,000)=-900$ . The actual female job loss in manufacturing in the local economy was -600, however, which implies that local factors led to a decrease in 900 employees in local female manufacturing, because the growth in both the national economy and the construction industry should have increased local female employment in construction by 300 employees (the 800 national share effect minus the 500 industry-mix effect).

The total effect for women will be:

$$T(w)=N+M+L=f E_L(f)+(f_M - f) E_L(f)+(f_L - f_M) E_L(f)=f_L E_L(f)=-600$$

#### Limitations of analysis

- The source and quality of data used, the time period over which the change is measured, and industry aggregation will greatly influence the results of the analysis.
- The use of employment (female and male) as a unit of measurement can result in a systematic understatement of growth in industries experiencing rapid productivity gains.
- The results are based on past employment figures; trends in the data may not continue or may not reflect the current situation.

### Tool 7: Location quotient<sup>15</sup>

The location quotient is calculated as follows:

- Let  $e(f)_i$  be the total female employment in industry  $i$  within the local economy (this is the locality or local area being analysed).
- Let  $e(m)_i$  be the total male employment in industry  $i$  within the local economy (this is the locality or local area being analysed).

<sup>15</sup> Asian Development Bank 2015.



- Let  $n_f$  be the total female employment of all industries within the local economy (this is the locality or local area being analysed).
- Let  $n_m$  be the total male employment of all industries within the local economy (this is the locality or local area being analysed).
- Let  $E(f)_i$  be the total female employment in industry  $i$  within the reference economy (the reference economy is either the national economy or the regional economy where the local area being analysed is located).
- Let  $E(m)_i$  be the total male employment in industry  $i$  within the reference economy (the reference economy is either the national economy or the regional economy where the local area being analysed is located).
- Let  $N_f$  be the total female employment of all industries in the reference economy (the reference economy is either the national economy or the regional economy where the local area being analysed is located).
- Let  $N_m$  be the total male employment of all industries in the reference economy (the reference economy is either the national economy or the regional economy where the local area being analysed is located).

Then:

- $LQ_f = (e(f)_i / n_f) / (E(f)_i / N_f)$  is the female location quotient
- $LQ_m = (e(m)_i / n_m) / (E(m)_i / N_m)$  is the male location quotient

- When  $LQ > 1$  the industry  $i$  is called basic. A high location quotient indicates a high concentration and potentially comparative advantage in the industry.
- When  $LQ < 1$  the industry  $i$  is called non-basic.
- When  $LQ = 1$ , local demand is fully met by local supply in industry  $i$ , with no imports or exports.

A gender decomposition of the location quotient allows policymakers to identify industry concentration for both men and women, and prescribe policies to boost employment in specific sectors where persistent gender gaps remain.

Limitations of the analysis include: It assumes uniform labour productivity across an industry. Productivity measurements, however, are affected by workforce skill, infrastructure and technology available to the individual industries. Uniformity across an industry is rarely the case.

- The quotient is a static number and does not indicate whether an industry as a whole is growing or declining.
- Employment is not necessarily the best criterion of performance. Other factors may be more useful, but local level data may not be available.
- Time lags in data may lead to results that do not reflect the current situation and may lead to inaccurate conclusions. Choice in years can skew the data.

**Step 8:** Define local economic development strategy implications:

- Key industries to retain and support
- Emerging and fast-growing industries to foster and attract
- Structural changes shaping the economy
- Determine the municipality's role in the regional economy

### Tool 8: SWOT analysis

SWOT analysis is useful for documenting the insights of multiple stakeholders with experience in a particular topic. It also facilitates collective and strategic brainstorming to consider potential interventions and approaches from numerous angles.

**Steps: 1.** Prepare a four-square SWOT chart on one flip chart page in advance. Pre-identify the topics, sectors, themes or activities that you want each of the groups to address. Come up with questions to help facilitate the discussion.

**Step 2.** For the “strengths” box, ask participants to discuss successful approaches to gender-inclusiveness in their locality that relate to the theme, topic, activity or issue under review. Ask: “What are the strengths (e.g., economic, social, cultural) of this locality? What has worked in the past?” Write down their responses in the “strengths” box. Do the same exercise for each of the other boxes. Other questions might include: “What are some of the challenges to gender-responsive development in this locality? What has not worked in the past? Why not? Where are the opportunities for interventions in this locality? Have they been tried? Were they successful? Why or why not? What are the possible risks from interventions in this area? What are possible unintended, negative consequences that could have an impact on women, men, communities, the market or other entities?”

**Step 3:** Once your chart has been completed, have participants look it over. Lead participants in a discussion of their thoughts and impressions, and take notes on their comments.

### Tool 9: Gender-enabling environment analysis<sup>16</sup>

**Step 1:** Compile the data below to the extent that the context may allow.

- Entry cost: A measure of the time it takes to register and receive licenses to start a business and the official costs of obtaining all licenses and/or permits.
- Access to land and security of tenure: A measure of the formal rights of women to own land or other capital assets and the security of tenure once land is properly acquired.
- Transparency: A measure of whether firms have access to the proper planning and legal documents necessary to run their businesses, whether those documents are equitably available, and whether new policies and laws are communicated to businesses and predictably implemented.

- Time cost of regulatory compliance: A measure of the amount of time businesses spend on bureaucratic compliance and waiting periods, as well as how often businesses must undergo inspections by local regulatory agencies and the duration of inspections.
- Informal charges: A measure of how much business pays in informal charges for firm-level operations as well as for obtaining public procurement contracts, and whether payment of those extra fees is predictable and leads to the expected results or services. Assess gender differences.
- Participation: A measure of whether women-owned businesses are informed about existing laws or consulted in the process of relevant public policymaking that affects business, and whether their interests are represented in policy discussions by business associations.
- Law and order: A measure of explicit costs incurred by businesses due to property lost or stolen as a result of crime, as well as the implicit costs of preventing crime by paying security and protection money.
- Tax administration: A measure of the administrative burden imposed by tax regulation in the district, extent of compliance, and informal arrangements.
- Dispute resolution: A measure of the confidence firms have in the fairness and equity of the legal system, the extent of their use of local formal dispute resolution institutions, and the satisfaction they have in the outcomes of formal and informal modes of dispute resolution in the area.
- Local infrastructure: A measure of the quantity and quality of local infrastructure (managed locally and centrally).

Expected result:

**Step 2:** Determine the extent of government-influenced constraints on private sector development and economic growth at the locality (municipality) level.

<sup>16</sup> Asia Foundation 2010.

## ANNEX 2: BUSINESS ENABLING ENVIRONMENT SURVEY

### A. BASIC INFORMATION ABOUT YOUR BUSINESS

Q.1 What is your position in this business?

Owner/co-owner	
Chief executive/president	
Finance/marketing/personnel manager	
Other (please specify)	

Q.2 Type of business activity?

Agricultural production	
Manufacturing	
Retail trade/personal services	
Service sector	
Construction	
Other (please specify)	

Q.3 Organizational form (please choose one)

Type	Private enterprise	Public enterprise
a) Partnership		
b) Sole proprietorship		
c) Cooperative		
d) Other (please specify)		

Q.4 What are your key business activities/products? \_\_\_\_\_

Q.5 How long has your business been active (months/years)? \_\_\_\_\_

Q.6 Please estimate the percentage of your products/services that are sold in:

Your town/city area	
Your region	
Within the country	
Outside the country	

## B. BUSINESS PERSPECTIVE ON THE OPERATING ENVIRONMENT

Q.7 Do you intend to expand your business?

Q.8 If yes, where do you intend to expand your business (within a locality or outside)?

Q.9 Are you optimistic or pessimistic about the future of your business in your community?

Q.10 Does the business experience difficulties in finding qualified people?

Q.11 Do you think that business associations help local women develop their businesses?

Q.12 List any women's business associations operating in your community.

Q.13 In which business sector would women most likely invest? Why?

Q.14 Please list, in order of importance, the five most important factors that hinder women's businesses from expanding.

## C. PERCEPTIONS OF LOCAL GOVERNMENT

Q.15 Approximately how many days per year does the owner/manager spend dealing with local government officials on regulatory requirements?

Q.16.1 Do you consider this to be: too little/reasonable/too much

Q.17 Approximately how much time (in days) per year does it take you to process and receive all of the required licenses and permits that allow you to operate as a business (please include land, construction, wastewater, all other permits and certifications) \_\_\_\_ days.

Q.18.1 Do you consider this to be: too little/reasonable/too much

Q.19. Based on your current experience of municipal government practices, please rate each of the following practices in terms of how they currently impact your business. Using a scale of 1 to 5, where 1 is no impact and 5 is the most impact, please circle the appropriate number.

MUNICIPAL PRACTICES	No impact	Little impact	Moderate impact	Major impact	Significant impact
Rules and regulations change too frequently	1	2	3	4	5
Too much time is spent on dealing with authorities	1	2	3	4	5
Overlapping, duplicating and contradictory rules	1	2	3	4	5
Rules are too complex and impossible to comply with	1	2	3	4	5
Requirements are unpredictable and depend on officials	1	2	3	4	5
Lack of clear regulations in some areas	1	2	3	4	5
Costs are too high and unpredictable	1	2	3	4	5
Use of municipal power in unfair competition	1	2	3	4	5
Unregulated competition from informal sector economy	1	2	3	4	5
Corruption and irregular practices	1	2	3	4	5
Policies are against women-owned businesses	1	2	3	4	5

Q.20. Please list in order of importance the three most important measures that the municipal government could introduce/undertake to make it easier for your business to grow.

Q.21 From the list below, and using a scale of 1 to 6, where 1 is the most important, please identify in order of importance the measures that you would like to see introduced by the municipality that you think would support women's businesses to develop and expand.

	Rank in importance (1-6)
Provide training and expertise for the business	
Improve procedures for businesses	
Provide information on business development	
Improve business support infrastructure	
Reform local taxation policies	
Other (please specify)	

Q.22 Based on your current experience of factors that affect the growth and effective operation of your business, please rate each of the following factors in terms of how they impact women's businesses. Using a scale of 1 to 5, where 1 is no impact and 5 is the most impact, please circle the appropriate number.

INFRASTRUCTURE	No impact	Little impact	Moderate impact	Major impact	Significant impact
Roads	1	2	3	4	5
Air access	1	2	3	4	5
Port access/services	1	2	3	4	5
Business premises/land	1	2	3	4	5

PUBLIC SERVICES	No impact	Little impact	Moderate impact	Major impact	Significant impact
Tax administration	1	2	3	4	5
Business licensing and operating permits	1	2	3	4	5
Electricity supply	1	2	3	4	5
Water availability	1	2	3	4	5
Telecommunications availability	1	2	3	4	5
Solid waste disposal	1	2	3	4	5
Police protection	1	2	3	4	5
Fire protection	1	2	3	4	5
Planning and zoning regulations	1	2	3	4	5



<b>QUALITY OF LIFE</b>	<b>No impact</b>	<b>Little impact</b>	<b>Moderate impact</b>	<b>Major impact</b>	<b>Significant impact</b>
Medical care and hospitals	1	2	3	4	5
Hotel facilities	1	2	3	4	5
Conference facilities	1	2	3	4	5
Telecommunications costs	1	2	3	4	5
Crime, theft and disorder	1	2	3	4	5
Housing costs and availability	1	2	3	4	5
Recreation amenities	1	2	3	4	5
Fire protection	1	2	3	4	5
Planning and zoning regulations	1	2	3	4	5

<b>OTHER</b>	<b>No impact</b>	<b>Little impact</b>	<b>Moderate impact</b>	<b>Major impact</b>	<b>Significant impact</b>
Lack of qualified personnel	1	2	3	4	5
Customs and trade regulations	1	2	3	4	5
Corruption	1	2	3	4	5
Access to, and cost of, financing	1	2	3	4	5
Availability of effective business support services	1	2	3	4	5
Primary sources of energy (e.g., firewood)	1	2	3	4	5
Availability of primary energy source	1	2	3	4	5
Affordability of primary energy source	1	2	3	4	5

**Q.23** Based on your current experience, how good do you think the support to small and medium enterprises is in your community? Using a scale of 1 to 5, where 1 is poor and 5 is excellent, please circle the appropriate number.

<b>OTHER</b>	<b>Poor</b>	<b>Fair</b>	<b>Satisfactory</b>	<b>Good</b>	<b>Excellent</b>	<b>N/A</b>
Business associations	1	2	3	4	5	6
Professional associations	1	2	3	4	5	6
Local government	1	2	3	4	5	6
Central government	1	2	3	4	5	6
Professional private services	1	2	3	4	5	6
Local economic development office	1	2	3	4	5	6
Regional economic development office	1	2	3	4	5	6
International organizations	1	2	3	4	5	6
Non-governmental organizations	1	2	3	4	5	6

Q.24 How would you rate your relationship with the following bodies/departments? Using a scale of 1 to 5 where 1 is poor and 5 is excellent, please circle the appropriate number.

Working relationships	Poor	Fair	Satisfactory	Good	Excellent	N/A
Mayor	1	2	3	4	5	
City council	1	2	3	4	5	
Local economic development team in city hall	1	2	3	4	5	
Municipal finance and tax department	1	2	3	4	5	
Economic development office of the regional government	1	2	3	4	5	
National/state tax and income tax directorate						
Rural advisory services (public and private), of agriculture						
Local chamber of commerce						

Q.25 Which municipal government department most positively affects the development of women's businesses and why?

Q.26 Which municipal government department most negatively affects the development of women's businesses and why?

Q.27 Can you name one municipal government department that deals with local economic development? Please provide the name of the department.

## D. BUSINESS VIEW ON THE ECONOMIC DEVELOPMENT OF THE COMMUNITY

Q.28 In order of importance, which are the three fastest growing sectors/industries in your community?

Q.29 In your opinion, which are the three sectors/industries that are declining the most in your community?

Q.30 Which are the three most attractive businesses-enabling features about your community (three strengths)?

Q.31 In order of importance, which are the three worst business-enabling features (three weaknesses)?

Q.32 In your opinion, how has the overall business-enabling environment changed over the last three years?

Q.33 What three things could you do to contribute towards gender-responsive development of the local economy in your city?

Q.34 From the list below, please select the most appropriate description of your community's economy during the last five years. Please check only one.

Rapid growth	
Moderate growth	
Slow growth	
Economic base is stable; no real growth or decline	
Modest decline	
Significant decline	

Q.57 Does your locality have an official economic development plan?

## ANNEX 3: TEMPLATE OF A GENDER-RESPONSIVE ASSESSMENT REPORT

SECTION	CONTENTS
<b>Cover</b>	Title of the document, participating organizations, place and date Abbreviations, table of contents, acknowledgements, consultants
<b>Executive summary</b>	Findings of Stages 2 and 3, response and gap analysis, key priorities for gender-responsive action <ul style="list-style-type: none"> <li>• Goal of the gender-responsive assessment</li> <li>• Description of the problem addressed</li> <li>• Key findings of the assessment</li> <li>• Main recommendations for action included in the results-based plan</li> </ul>
<b>Introduction and methods</b>	<ul style="list-style-type: none"> <li>• Background</li> <li>• Rationale for undertaking the gender-responsive LEA in the locality, goal and objectives</li> <li>• Purpose of gender-responsive report, intended audience</li> <li>• Methods: brief description of the four stages, data collection methods and sources, and gender assessment process</li> <li>• Structure and content of the report</li> </ul>
<b>Context: sociodemographic, demographic, economic indicators for the country</b>	<ul style="list-style-type: none"> <li>• General description of the country's geographical location, total population, rural versus urban distribution, GDP per capita, population living in poverty, life expectancy by gender, maternal mortality rate, contraceptive prevalence and fertility rate.</li> <li>• Population of locality (e.g., district) by size, age, growth rate, projected growth rate, household size, gender-specific characteristics</li> <li>• Sex and age structure of workers and occupational breakdown of employed and jobless</li> <li>• Structure of employment by sex (full-/part-time, male/female) nationally and over time, average weekly earnings by sex and full-/part-time employment, local unemployment figures by sex</li> <li>• Numbers and other information on people and activities in the informal/rural sector; educational attainment; numbers and types of schools, teachers (full-time equivalent), and class sizes; further and higher education establishments by type and enrolments; educational attainment levels by numbers and types—compare nationally; training, including numbers and types and age groups of technically qualified individuals and those going through training programmes; assessment of local training providers; assessment of skills/occupational shortages/oversupply</li> </ul>
<b>The local economy</b>	<i>Sociodemographics</i> <ul style="list-style-type: none"> <li>• Demographic profile</li> <li>• Economic geography</li> <li>• Inventory and analysis of economic assets</li> <li>• Production (GDP) and consumption profile</li> <li>• Employment profile</li> <li>• Sector industries profile</li> <li>• Women-owned businesses; business closures by size, sector and date; women's business start-ups by size, sector/activity and longevity; business tax income; rental/purchase costs for vacant industrial and service units by time series, size, other groupings; vacancy rates of industrial and commercial space by size, location, absorption rates</li> </ul>

<b>The local economy</b>	<p><i>Business environment</i></p> <ul style="list-style-type: none"> <li>• Taxation of businesses; existence of supporting business networks; local authority economic development support—services offered or subsidized; assessment of local government capacity to carry out gender-responsive local economic development; access to funding (e.g., training grants, business incentives)</li> <li>• Competitive advantage</li> <li>• District competitive analysis</li> <li>• Location quotient (employment and production)</li> <li>• Industry sector competitiveness analysis</li> <li>• SWOT analysis</li> </ul>
<b>Gender-responsive LEA</b>	<p><b>The local economy</b></p> <p><i>Gender in the local economy</i></p> <ul style="list-style-type: none"> <li>• <i>Backward/forward linkages with the regional/national economy</i></li> <li>• <i>Opportunities for gender-responsive development in the local economy</i></li> <li>• <i>Social services delivery</i></li> <li>• Societal/cultural norms</li> <li>• Land rights, asset ownership and other social practices related to inheritance and registration</li> <li>• Legal and institutional framework</li> <li>• <i>National guidelines policies and laws (discriminatory or enabling)</i></li> <li>• <i>Local policies, by-laws, proclamations (discriminatory or enabling)</i></li> <li>• Business development services <ul style="list-style-type: none"> <li>• <i>Access to business development services (including training)</i></li> </ul> </li> </ul> <p>Economic opportunity and access</p> <p>Civil society actors and advocacy</p> <ul style="list-style-type: none"> <li>• <i>Advocacy for gender-responsive development</i></li> </ul>
<b>IV Gender-responsive interventions</b>	<p>Key programming gaps identified, including those related to particular localities</p> <p>Evidence-informed priority interventions and their alignment with the SDGs</p> <p>Results-based plan</p> <ul style="list-style-type: none"> <li>• <i>Strategic framework: goal, objectives and interventions</i></li> <li>• <i>Monitoring and evaluation: indicators, data collection methods and information system</i></li> <li>• <i>Implementation framework: implementation plan and budgets</i></li> <li>• Advocacy plan and communication strategy</li> </ul>
<b>V Conclusions and key recommendations</b>	Study conclusion
<b>References</b>	References cited in the report
<b>Annexes</b>	<p>List of participants (workshops, interviews, validation meetings, other pertinent activities)</p> <p>Protocol synopsis for the focus groups, interviews and/or other data collection methods used</p>

## ANNEX 4: DRAFT TERMS OF REFERENCE FOR UNDERTAKING A GENDER-RESPONSIVE LEA

Terms of reference for conducting the gender-responsive LEA could be structured around the following sections.

### 1. Background

- What is the context of the assignment?
- Local economic development and a gender-responsive LEA
- What is the overall objective and rationale of the intervention by UNDP, UNCDF and UN Women under the IELD initiative?

### 2. Objective of the assignment

- What is the goal of the gender-responsive LEA?
- How will the analysis feed into planned activity?
- What are the time, financial and methodological constraints?

### 3. Scope of the assignment: activities and deliverables

#### 3a. Activities

- Given resources allocated, strategic interests and constraints, what type of activities should be carried out to meet the desired objective?
- Which data collection methods should be applied?
- Will the consultant(s) write interview questionnaires or guidelines for focus group discussions? If so, will they be deliverables on their own?
- To whom should the consultant report?

#### 3b. Deliverables

- Will you need short, stand-alone and internal reports summarizing the findings of each of the methods of inquiry, such as a summary report from focus group discussions, as the process advances?
- In addition to identifying entry points, what are the specific outputs for the consultant(s) who will undertake the analysis? Keep in mind that recommendations on entry points, risks and a realistic assessment of actions to be prioritized should be explicit outputs, so that the final report contains actionable points and the analysis is not reduced to an academic exercise.
- Will the final deliverable take the form of a report? What should be the main sections of the report?
- Will the consultant be expected to deliver a presentation to partners (with the content to be discussed in advanced with the UN country office)?

### 4. Competencies

#### 4a. Members of the research team should:

- Display cultural, gender, race and age sensitivity
- Demonstrate integrity by modelling the United Nations values and ethical standards
- Have strong oral and written skills
- Demonstrate research, analysis and report-writing skills
- Have a good grasp of local economic development processes and the role of gender in local development
- Have excellent communication and interpersonal skills, particularly for building networks and partnerships



*4b. The team leader should have:*

- Ability to lead the formulation and implementation of projects
- Good understanding of UN programming modalities
- Fluency in the working language of the country and locality (if different) as well as the language in which the report will be published (if different).

*4c. National experts should have:*

- Fluency in all required working languages
- Track record of relevant research

## **5. Required skills and experiences**

*5a. For the team leader:*

- PhD or Masters in a relevant discipline, such as economics, development studies or sociology
- Knowledge and experience of the country or the region

*5b. For national experts:*

- Masters in a relevant discipline, such as economics, gender, rural development, finance, urban development. These will be determined by the context of the country and local assessment.





# UN WOMEN IS THE UN ORGANIZATION DEDICATED TO GENDER EQUALITY AND THE EMPOWERMENT OF WOMEN. A GLOBAL CHAMPION FOR WOMEN AND GIRLS, UN WOMEN WAS ESTABLISHED TO ACCELERATE PROGRESS ON MEETING THEIR NEEDS WORLDWIDE.

UN Women supports UN Member States as they set global standards for achieving gender equality, and works with governments and civil society to design laws, policies, programmes and services needed to implement these standards. It stands behind women's equal participation in all aspects of life, focusing on five priority areas: increasing women's leadership and participation; ending violence against women; engaging women in all aspects of peace and security processes; enhancing women's economic empowerment; and making gender equality central to national development planning and budgeting. UN Women also coordinates and promotes the UN system's work in advancing gender equality.



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